TRAVOLUTION

INNOVATION REPORT 2025

Agentic AI: Where tomorrow travels

in partnership with

TRAVOLUTION

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NOVEMBER 2025

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TRAVOLUTION INNOVATION REPORT 2025

GLOSSARY

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TRAVOLUTION INNOVATION REPORT 2025
Travolution Limited is a company registered in England and Wales, company number 16729512. Registered address: 353 Buckingham Avenue, Slough, England, SL1 4PF.

Registered at the Post Office as a newspaper. ISSN#1750-256X
PRINTED BY SUDBURY PRESS

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EDITOR'S COMMENT

The headwinds are strong but the travel industry is stronger

Globally, the travel industry has faced many headwinds, including ones that have threatened to veer us off course, but multiple disruptive technological advancements have always enabled the sector to remain agile and to prevail.

Last year, it was the gathering momentum of Generative AI; this year, it has been the rising profile of Agentic AI – and the challenge to adopt it – that has been the biggest change for many players.

Our latest analysis shows that while our industry doesn't have all the answers just yet, it's giving it its best shot at answering the needs of travellers.

And, it turns out, there's no lack of will. As this report finds out, the travel and tourism sector in the UK is doing the most it can to stand up to new challenges by investing more on technology last year than ever before.

As travel prevails as a necessity, not a luxury, we can reveal that turnovers for four of the industry's five subsectors also hit their highest levels since this report began – and even the one that missed out, Tour Operators, came extremely close.

From inspiration and search through to payments and everything in between, the travel industry continues to reap unbelievable rewards from continued innovation – and that won't end here.

Wherever tomorrow travels, the future is exciting and bright.

KATE HARDEN-ENGLAND
TRAVOLUTION EDITOR

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Travolution European SUMMIT 2025

Leading industry executives gathered at this year's conference to gain tangible takeaways and inspirational ideas. Kate Harden-England reports

WHAT'S COMING?

Delegates at this year's Travolution European Summit

AWS and Collinson International took to the stage to share upcoming travel and technology trends.

The hottest technology one? Agentic AI, atop of most tongues for 2025.

Joe Welton, AWS's head of travel, transport and hospitality in the UK, said we're moving into a "world of agentic", where AI will have the ability to act independently, achieve outcomes and perform tasks for us.

He said: "This is going to be really profound, and we feel very bullish about this."

The solutions firm has started to see customers build their own agents that can take action with the likes of United Airlines, Tui and Accor Hotels.

He encouraged all to start thinking about this and how to build with it in mind for the future, as the firm sees a shift in business model.

Now, its software customers – its largest segment – are moving away from business models of per seat, per licence and per user model to per agentic outcome.

> *Agentic AI is going to be profound and we feel very bullish about this*

While we've been heading in this direction for a little while, Welton believes that conversational interfaces will become the "norm". This conversational design is a "major brand opportunity" because it's "far easier" to express brand authenticity than it is via the "old world of building websites".

Embrace this, Welton advised, highlighting how Trainline has invested in conversational designers, tipping the skills matrix needed within a business towards building customer experiences, as that's where he sees the world heading.

GENERAL TRENDS

Christopher Evans, CEO of Collinson International, rounded up general trends in the industry as it prepares to handle an additional 10 billion passengers over the next 10 years.

Evans said factors contributing to this included the emergence of capital in the travel sector in markets such as South America and India; UK travellers regarding travel as non-discretionary spend, as reported by Barclays; and all outbound markets bar Hong Kong's having recovered to pre-Covid levels of travel.

Evans added: "This growth is also buying commitment into the industry, commitment in infrastructure and also commitment in technology, and experiences."

MUSIC TO THE EARS

Technology plays a part in two more trends identified by Collinson. One relates to the logistical side of operations; the other is the elevation of experience as travellers seek a "better, richer, higher-quality experience".

Rebound and volume of travel growth has seen capacity constraints, leading to companies having to decide where to invest for that richer experience.

"We're seeing an increase in the value per customer coming to bear," Evans said.

Also noted were two types of travel trend over the past year or so: music tourism, as identified by Amadeus's Travel Trends for 2024 report, and sports tourism, which research by Expedia this year revealed now represents 10% of global tourism spending.

The final insight shared by Collinson is the rise in digital nomads, as evidenced by HBX's findings released this year at its MarketHub events.

Evans predicts we will see some "tremendous" change within the industry which will see a "very exciting" few years ahead, with AI acting as a "catalyst" for this foreseen growth.

PICTURES: Steve Dunlop

BLOCKCHAIN IS 'MAKING A COMEBACK'

In the 2023 *Travolution Innovation Report*, blockchain was touted as an emerging technology that showed real promise for the industry – and yet, it failed to hit the mark somewhat.

News on this frontier quietened in 2024. The same for cryptocurrency. Until now.

This year, both have reared up again with growing mainstream adoption, with major banks using blockchain technologies for cross-border B2B payments.

Crypto-exchange firm Coinbase's accession to the S&P 500 in May this year, tied with payments giant Stripe acquiring stablecoin company Bridge in late 2024 for $1 billion, showed momentum in the payments arena.

Mik Ruberl, VP of product at Chain4travel, the company behind the Camino Network – a blockchain B2B ecosystem, where companies transact on a blockchain infrastructure – said he sees this space "exploding" in a way "some expected but not many, especially in countries where this is needed because the local currency is not supporting business as it should or it's less attractive to hold".

The panel heard from Mickael Woelcke, project manager at SWISS, who shared how the airline is looking into use cases for loyalty and most recently it is in the early stage of working with the Camino Network for distribution and payments.

Destinia, a Spanish OTA, has started doing the same. The OTA – the first to offer its customers to be able to pay with crypto in 2014 – has dabbled with stablecoins for distribution in the last year.

Marketing director Beatriz Oficialdegui said it's the "way to go" as they offer stable, pegged value which would otherwise carry "huge volatility" for selling in volume.

The travel business took ▶

part in a Hackathon with Chain4travel too to look at how payments, distribution and interactions with partners can become "easier, cheaper and much more flexible from a retail perspective, enabling airlines to become retailers as well, while sourcing different content, but also pushing content to many different partners in a very fast and efficient way".

"There is something in blockchain that is very interesting when it comes to lowering payment and distribution costs," she said.

Ruberl added: "This technology is the set of labour bricks on which to build new business models in general."

The thing stopping it from widespread adoption? For many, it's regulation. Destinia won't try anything that is not regulated. While in Europe, The Markets in Crypto Assets Regulation (MiCA) was passed in June 2023, there remains plenty still to be done to sufficiently regulate the space.

Woelcke added: "This space is maturing with regulations etc and is worth exploring."

Oficialdegui warned that another hurdle for the hospitality industry is that big players such as Booking.com and Expedia aren't interested.

She was unsure of how far it can go because of this but said airlines are different, "they're independent".

Despite barriers to implementation, Ruberl advised: "This technology is the set of labour bricks on which to build new business models in general."

THE FUTURE OF TRAVEL RETAILING

How travellers are purchasing has changed. Gone are the days of a nice, shiny website being enough. Expectations are higher now, a lot higher. DataArt brought together Stripe and AWS to unpack how high.

The emergence of demand channels and customer purchase pathways from new and different places will shape the next couple of years.

The likes of voice payments will be a "really legitimate" channel, according to James Lemon, head of hospitality, travel and leisure at global payment giant, Stripe, while customer service will be a "much more strategic and interesting channel".

Messaging commerce is also coming into view, as we see in low-labour cost markets where business, marketing and commerce is often done via SMS and WhatsApp.

> **"** ***Blockchain is very interesting when it comes to lowering payment costs***

Lemon advised that if you have search history, once you add in a one-click payment option you have an entire transaction.

Stripe is across this; the business has launched an SDK (software development kit) that allows any company to insert payments into LLM-powered AI chatbot models such as ChatGPT.

Nick Boni, senior solutions consultant at DataArt, said through these channels we can not only meet customer expectations but beat them, so they keep coming back. An opportunity to upsell ancillaries is also possible.

Lemon reiterated that travellers are leaning into these "new purchase moments" and that the chances are, if you've got the trust of a holidaymaker for their hotel stay, you will also be trusted with their insurance product, tours and activities, and their airport transfer.

Jack Bark, a senior solutions architect at AWS, highlighted that travel selling is increasingly mimicking the likes of Amazon by presenting online users with 'best alternatives' and 'customers are purchasing this' functionality.

Personalisation and understanding the customer also comes into this. If a customer has children and wants to go to Florida in December because it's school holidays but there's no dates available, they don't want to be served January. Offering Easter, also school holidays,

PICTURES: Steve Dunlop

or another destination, that is available in December is a far better experience.

The evolution of expectation has now led to the "joined-up experience", where there is no point in having a great experience while buying the flights but then when you land on the ground, you don't have the same support from the organisation you purchased through.

Boni pinpointed this as an example of how consumer expectations have changed.

"This is where a lot of people think of it as just being channels at the top of the funnel and really investing in that, investing in large programmes and putting people in and offering rewards just at the spending point - but there's more to it to keep that customer delighted throughout the entire experience," he said. "I think that's where technology often isn't leveraged enough."

DIGITISING THE ENTIRE TRAVELLER JOURNEY

Many businesses are working on digitising the whole customer journey because, while many have got it right, many are still working on putting the puzzle together.

Some areas of the journey that are being worked on by big players are rail, bus or coach and the airport experience including car hire.

Eurostar, Heathrow Airport, Holiday Extras and Trip.com came together to discuss the work being done on shaping the full traveller experience.

At the European Summit, Heathrow Airport revealed it had launched its Agentic AI, Hallie, in WhatsApp to improve its service.

David Norris, chief growth officer at Holiday Extras, said one area in which travel brands could do better was after a customer had booked.

"That whole getting ready for a trip and being excited has a lot of value," he said. "People underestimate how much value people put into looking forward to that holiday. A holiday isn't the seven days you're on the beach, it's the looking forward to it and all the stories you tell afterwards as well and I think we as an industry can do a lot to help increase the value of a holiday through focusing on the whole experience.

> *AI can help provide the personalisation that's been tipped for decades*

"Here, AI can really help us provide real personalisation that's been promised for decades.

"No one's really nailed it, and I think it's going to start happening now because the technology has changed."

How are businesses getting technology to transform the experience? Data.

"Having the information about a user's trip is critical so that we can be proactive when something goes wrong," said Norris.

Paul Brindley, B2B and indirect sales director at Eurostar, said: "It all comes down to how you make that tech work for you, in terms of informing, controlling and managing that data."

Eurostar had to work on its partners' collaboration in sharing data in order to be able to put a system in place that automates disruption management.

The next step, Brindley said, is to offer options to its passengers, by itself and via partners, to ensure that no part of the trip is forgotten about.

CRUISE INDUSTRY TECH: Here's what needs to change

There's an ocean of opportunity but it's anchored in port, says Unnur Ösp Ásgrímsdóttir, vice-president of product at Kaptio

The cruise industry is riding a wave of momentum. New vessels are launching, bookings are strong, and fresh demand is coming from younger, more digitally savvy travellers who expect seamless, personalised experiences. Within this broader resurgence, two segments are drawing particular attention: river cruises and expedition voyages.

River cruising alone is forecast to more than double in size by 2032, growing from $2.6 billion to $6.2 billion as more travellers seek slower, more scenic journeys through inland waterways. Expedition cruises are also booming, with passenger numbers nearly doubling in just four years, from around 55,000 in 2019 to more than 104,000 in 2023, according to Maritime South.

Yet while the ships are modern and the itineraries are inspired, many of the systems running these experiences are anything but. Legacy technology is holding the industry back, particularly in high-potential segments that depend on complex, flexible itineraries and high-touch service models. To unlock growth and stay competitive, especially in sectors such as river, expedition and small-ship cruising, operators need modern tools that match the complexity and creativity of their experiences. It's time to move away from inflexible, server-based platforms and move toward agile, cloud-native technologies designed for the modern traveller and the operators that serve them.

Unnur Ösp Ásgrímsdóttir

THE COST

Staying anchored to legacy systems isn't just inconvenient, it makes it impossible to deliver the kind of seamless, personalised experiences today's travellers expect, ultimately putting long-term growth and relevance at risk. Operational bottlenecks are among the biggest issues. Legacy platforms are notoriously difficult to integrate with modern tools and APIs. In fact, we've seen smaller cruise brands limit their distribution potential simply to avoid triggering system overloads, because too many API calls risk crashing their booking engine. Innovation also lags.

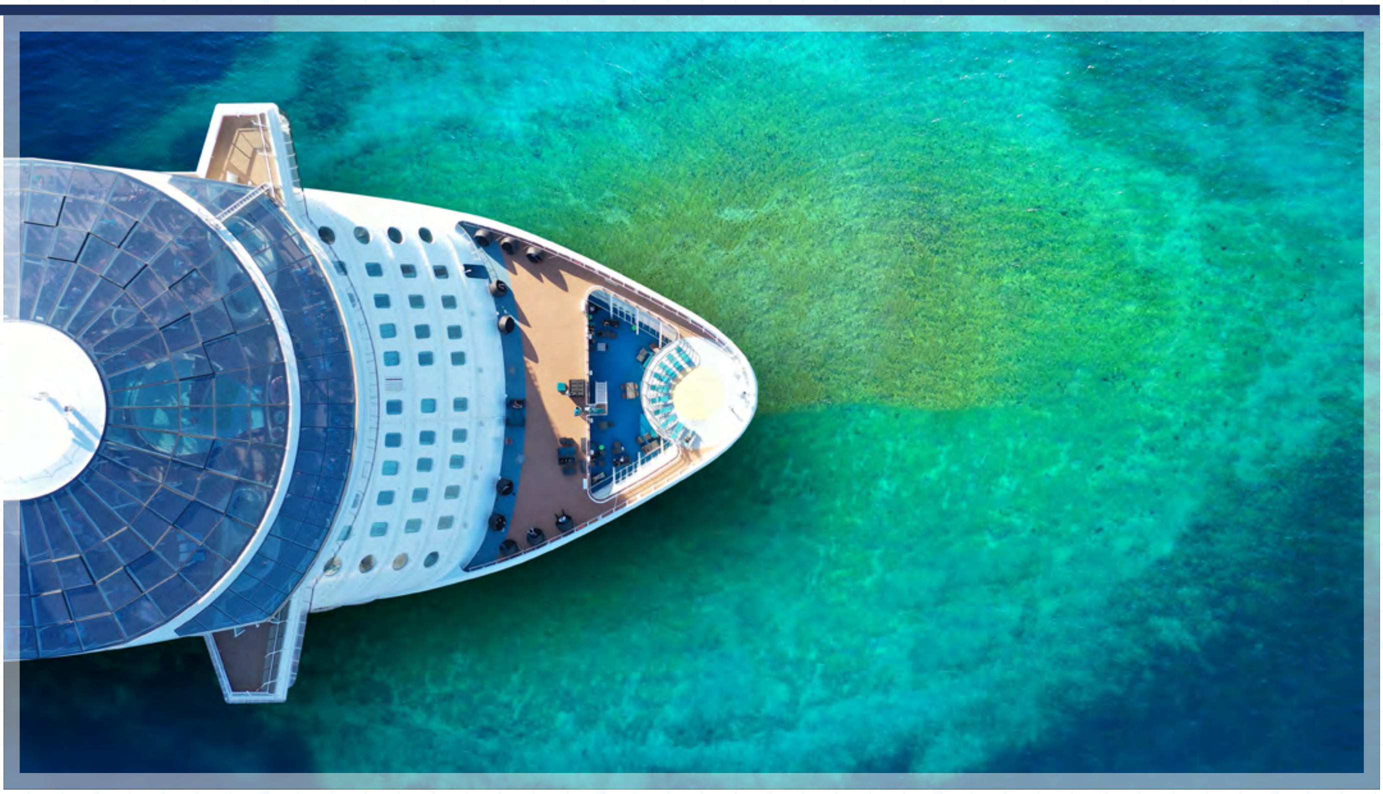
Without cloud infrastructure or AI-ready architecture, cruise brands can't leverage the benefits of real-time data, predictive analytics or personalised experiences. This puts them years behind consumer expectations.

Call centres are still flooded with basic booking requests, while digital channels remain clunky, outdated and often frustrating. Today's Gen Z and Millennial travellers, who grew up with seamless online experiences, expect more. They want mobile check-in, real-time itinerary changes, dynamic pricing and personalised offers. Research shows that 57% of these travellers rely on social media platforms like Instagram and TikTok for travel planning, underscoring their preference for personalised and visually engaging content.

Finally, the competitive threat is growing. Industry giants like Carnival and Royal Caribbean are investing heavily in digital transformation and raising expectations across the board. Smaller cruise operators may not have the same budgets but must adopt the same mindset. Modern technology is no longer a nice-to-have – it is a core differentiator to stay ahead of the competition.

LESSONS FROM THE GIANTS

Some of the most ambitious digital investments in cruise have come from the top. Carnival Corporation's guest experience Ocean platform and Royal Caribbean's transformation initiative with EY offer a glimpse into what's possible when technology is treated as a growth driver, not an afterthought. Carnival's Ocean platform introduced wearable tech, IoT-powered personalisation and smart infrastructure that drastically reduced embarkation time through OceanReady. Behind the scenes, Carnival modernised its property



PICTURES: Shutterstock/Aerial-motion; Yael BC

management systems to be cloud-based and interconnected, leveraging technology as a strategic asset.

Similarly, Royal Caribbean, in partnership with EY, reimagined its digital architecture – opening new distribution channels, deploying scalable, cloud-first systems and aligning its IT roadmap with broader business growth goals. These moves have helped the line reach new markets, deliver better guest experiences and optimise internal operations. And the investments do more than drive efficiency; they create differentiated, memorable experiences that drive loyalty and revenue.

THE UNTAPPED POTENTIAL

While mega-ships dominate headlines, there's an exciting opportunity available to smaller operators. Expedition cruises, boutique river vessels and small-ship lines have unique strengths including personalised service, intimate experiences and immersive itineraries that blend land and sea. However, they also face unique challenges and require purpose-built technology to thrive.

For example, hybrid land-sea itineraries (like those offered by Azamara or UnCruise Adventures) require systems that go beyond traditional cruise software. Operators need technology to manage land extensions, hotel nights, transfers and off-ship excursions. These operators also depend on high-touch service models, which demand sophisticated CRM tools, personalised marketing automation and the ability to upsell and cross-sell. However, many still rely on fragmented solutions, patched together via spreadsheets and manual processes. The irony? Smaller operators are more agile. They don't always require multi-year IT overhauls to level up. With the right modular, cloud-native technology, they can adopt purpose-built solutions that fit their exact products, workflows, and distribution strategies.

> *Legacy tech is holding the industry back, particularly in segments that depend on complex itineraries*

CALL TO ACTION

The future of cruising isn't just being built in shipyards, it's being written in code. To stay competitive and deliver on the promise of modern, personalised and profitable experiences, cruise operators must:

- ***Audit their current systems:*** Where are the friction points? What is still manual? What prevents scale?
- ***Stop retrofitting:*** Don't force new tools into outdated workflows. Choose platforms explicitly built for cruise and flexible enough to evolve with you.
- ***Invest beyond the vessel:*** Elevating the end-to-end guest journey from discovery to disembarkation is the only way to meet the expectations of today's traveller.
- ***Partner wisely:*** Choose technology partners who understand cruise, not just travel, and can support your operational reality and growth ambition.Seek user feedback from partners, internal stakeholders, and customers related to the booking experience.

The future belongs to cruise operators that build not just better ships, but better journeys, powered by the right tech.

Shaping the ecosystem

Technology giants Microsoft and Amadeus talk state of play, partnership and progress. Kate Harden-England asks how the combination of their expertise could benefit the end user

Microsoft's Julie Shainock (centre) and Amadeus's Cyril Tetaz, with Kate Harden-England

Four years on from inception of its partnership, Microsoft, the technology king of the jungle, and Amadeus, arguably the head honcho of the travel-technology space, endeavour to leave no metaphorical stone of offerings unturned.

Building on a successful foundation of migrating Amadeus to the Cloud, it's the shared vision of processes, technology and how to make things simpler that fuels the working partnership.

Together, Amadeus has been able to build not only a foundational shift in its offering but a transformative one which has seen a "full re-engineering" of its airline IT stacks, says Cyril Tetaz, EVP of airline solutions, allowing for modular, flexible and elastic cloud-native applications.

The duo were quick off the mark this year with a collaborative white paper on Agentic AI that recognised the technology's "moment" is now, as we sit "on the cusp" of it developing.

The report found that the industry is "ripe" for Agentic AI due to its "data silos" and "complex processes", says Julie Shainock, global travel and transportation industry leader of Microsoft. It amplified the importance of data and that "we have to have one single source of truth", she says, as well as the opportunity Agentic AI brings across the travel journey itself.

AGENTIC AI IS AN ACCELERATOR

On top of the research, the firms brought the technology "together" to "utilise" agentic agents for "personalisation, context and to be able to simplify processes", which it believes plays to a strength within the travel industry as Microsoft typically collaborates around technology it's going to focus on, utilise and develop.

Shainock says: "We feel we selected the best partner in the marketplace, Amadeus, with the best products, that is adding in the cloud-native aspects, as well as all the other technology,

PICTURE: Shutterstock/Rbussarin

in order to make the best breed of applications and solutions for the marketplace in travel overall."

For Amadeus, its intention has always been to "orchestrate the entire journey end to end".

Tetaz says: "The key to enable this has been to rely on a common infrastructure, but the complexity we've always faced challenges this, as highlighted in the report. It's the siloed processes, across hundreds of stakeholders that sometimes share data and sometimes don't, that make that smooth orchestration complex.

"I think agentic coming to sit on top of that has really opened up a path to simplify the orchestration beyond what we could imagine – it's intuitive, simple and understands customer context, and I think it will be a game changer. Agentic AI will be an accelerator to support the vision we have."

> ***The journey orchestration can be relevant whether you take a flight or are a hotel guest, and that's true for inspiration, searching and booking***

DATA REMAINS KEY

The foundation to it all? Having clean data, orchestrated and operating in a mesh that is correlated and organised so you can take action from it, Tetaz advises as it is a "critical enabler".

Shainock affirms this. "It's a foundation piece, within Microsoft as well, just having the cloud-native platform as well as the dash mesh" to govern the data exchange, she says.

Use cases found across travel subsectors in the report go on to show there's a "convergence across verticals", Tetaz says.

"The journey orchestration can be relevant whether you take a flight or you're a guest in the hotel, and that's true for inspiration, searching and booking."

In the case of Air India and offloading its call centre, the result has been 97% of requests have been managed automatically through Agentic AI. ➢

From left: Julie Shainock, Microsoft; Cyril Tetaz, Amadeus; and Kate Harden-England, *Travolution*

"It's the same for hotels: the context and business rules are different, and we need to offload that and train the LLM, but the approach is very similar.

"We can help a revenue analyst in an airline or a hotel to plan better for their business."

The sharing of data, or lack thereof, hinders progress. Shainock adds: "With the sharing of data there is such a resistance, whether it's an airline, an airport, a hotel. And the argument about who owns the customer at what point of the journey. The sharing of data is key and going forward everyone s going to win from that perspective."

Thankfully, though, Microsoft believes the industry is finally shifting towards data sharing for the betterment of travellers' journeys.

> *"The sharing of data is key and going forward everyone is going to win from that perspective*

THE FUTURE

Shainock tips natural language translation to be one of the biggest trends we'll see in the industry over the next few years.

It's here today, she says, but thinks being utilised at scale for a contact centre or ticket agent or gate agent for efficiency.

Voice recognition is the future, Tetaz agrees – the company already has a "great prototype in production" – but predicts the reality of moving away from a flight-centric approach to a passenger-centric one will prove to be the biggest change.

The modern retailing vision – which for this firm is realised by solutions Nevio (Amadeus's latest offering, an offer and order management system for full-service carriers), and Navitaire's Stratos (an Amadeus company, which does the same for low-cost and hybrid carriers) – will dominate the air transport subsector's trends for the foreseeable future.

Microsoft investment plans see the company continue on the trajectory of AI-focus with co-pilot across all products, while its other focus sits with security.

"We do not build any product without security being a foundational piece," says Shainock. "Secure, cloud and the data mesh are the three components we believe in."

With around 35,000 security engineers working for the tech titan, you can begin to understand the importance the company places on security in order to protect its customers' data.

And Amadeus's investment intention remains clear. It is the leader in research and development in the travel industry and the fifth-largest in the software industry in Europe, with €1.365 billion spent in 2024 compared with the £1.1 billion we reported it spent in 2023 when we spoke to CTO Sylvain Roy.

The future success of the two companies, working in tandem for Amadeus's customers, is said to be a journey and not a destination, but one that is "magic", according to Shainock.

Jessica Gillingham

How ready is hospitality for new tech?

Jessica Gillingham, founder and CEO of Abode Worldwide and author of *Tech-Enabled Hospitality*, tells Kate Harden-England how the sector can improve its operations

Q What standout takeaways did you find in the process of writing *Tech-Enabled Hospitality*?
One of the most striking findings was just how much mindset determines success or failure, when it comes to adopting technology in hospitality. Writing the book confirmed what I've seen in the field: the biggest difference between leading operators and those struggling to keep pace with the relentless speed of technology isn't the size of their war chest or resources, but a willingness to evolve. Another takeaway was how deeply personal and warm hospitality remains, even as technology changes how. Every operator and tech leader I spoke with is fundamentally people-first. They understand that technology isn't a replacement for care; it's a foundation for delivering hospitality more consistently.

Q What spurred you on to write the book in the first place?
I wrote *Tech-Enabled Hospitality* to demystify the space for both hospitality operators and technology providers. There is so much noise, hype and jargon around digital transformation, and these can quickly become overwhelming. I wanted to create a resource that is practical, accessible and grounded in real-world insight. There is not much available that bridges strategy and operations in a way that speaks directly to hospitality professionals. The book is also a reflection of my passion for helping hospitality brands grow through clearer communication and a deeper understanding of what technology can achieve when applied with intent.

Q Which areas have you identified as the most in need of investment now?
There is an urgent need to invest in more-connected systems that work together. Too many hospitality businesses still rely on separate tools for bookings, guest communication, cleaning schedules and reviews, among others. This is ineffective and creates blind spots in operations. Tools that automate routine admin, surface meaningful metrics and support personalised guest interactions at scale have

Jessica Gillingham says she wrote her book to 'demystify the space for both hospitality operators and technology providers'

PICTURE: Claire Gillo Photography

now shifted from being nice-to-have to absolutely foundational.

But it's important to remember that investing in technology today isn't only about choosing features. It's about making better decisions. The most valuable systems are those that integrate well, reduce manual work and turn data into insights. The goal is a streamlined, connected ecosystem that supports both operational efficiency and a more consistent guest experience without unnecessary complexity.

> *The biggest road block is still mindset. Many operators continue to view technology as a cost rather than a strategic asset*

Q What do you think remains the sector's road blockers?

The biggest road block is still mindset. Many operators continue to view technology as a cost rather than a strategic asset. This limits progress, because when technology is seen only as a cost line, the instinct is to delay or choose the cheapest option, rather than considering long-term value. Another challenge is decision fatigue. The market is flooded with so many tools that it's hard for operators, especially independents, to know where to start or which vendors to trust. That often leads to piecemeal adoption or sticking with outdated systems out of fear of disruption.

Q What are your predictions for hospitality trends in 2026?

I believe we'll see a shift from fragmented tools toward truly intelligent, connected ecosystems. Agentic AI that can take action will start to take root in real ways, handling things like pricing adjustments, guest messaging and even some operational decisions. We'll also see more convergence across living and lodging, where hospitality will continue blending with serviced living, flex rentals and coliving models. Technology will underpin the guest experience across all these hospitality formats. In fact, we're already seeing the living sectors taking a page or two out of the hotel and short-term rental playbooks to improve tenants' experiences.

Q What will be the most necessary considerations for the sector moving forward?

Adaptability and clarity of purpose will be essential. The pace of change is not slowing, so being open to experimentation, while staying grounded in your brand values and positioning, will matter more than ever. Operators and tech providers already recognise that technology is here to serve hospitality. The priority now is choosing tools and systems that work together to reduce guest friction, improve efficiency and support genuine hospitality at every touchpoint, even when they're delivered by technology.

THE HERE, THE NOW AND THE FUTURE

Smarter payment systems can help travel businesses evolve, says Kevin White, Mastercard's vice-president corporate solutions

Industries change all the time: in my experience, none more so than travel and payments. I saw it first-hand during the dot-com boom, when some still referred to the internet as 'new media'. That period marked the start of digital transformation in booking and payments across the industry.

Since then, mobile technology, social media, big data and the sharing economy have reshaped how people discover, plan and pay for travel. These shifts made travel more connected and personalised, but also more complex. This is especially true when it comes to payments.

Now, in 2025, the travel sector is entering its next phase, shaped by three powerful trends: how travellers behave, how agencies are changing and how operational complexity is increasing. Payments are no longer a back-office function. They are a lever for innovation, resilience and growth.

At Mastercard, we're helping the industry move forward with smarter, more-secure B2B payment solutions that reduce friction and prepare businesses for what's next.

1 TRAVELLERS AREN'T JUST TRAVELLING, THEY'RE EXPECTING MORE

Leisure travel is evolving. People are travelling farther, for longer, and in more flexible ways. According to the latest Mastercard Economics Institute European Travel Report, the average UK business trip has extended post-pandemic, and similar behaviours are emerging in leisure, with more-complex itineraries becoming the norm.

PICTURE: Shutterstock/Jane Biriukova

Travellers now expect seamless, digital-first journeys, and payments need to keep up. Whether booking a package, paying a supplier, or managing changes, B2B flows must be embedded, secure and visible from start to finish.

2 AS AGENCIES CHANGE, THEIR PAYMENTS NEED TO AS WELL

More travel intermediaries are moving to merchant-of-record models, adopting tech-led distribution and finding new ways to serve diverse customer needs.

Whether consolidating or specialising, all are under pressure to streamline operations. Payments sit at the heart of that shift. Mastercard is helping agencies modernise through Virtual Card Numbers (VCNs), which improve security, control and reconciliation.

VCNs unlock flexibility across suppliers and markets, allowing travel businesses to reduce risk, improve efficiency and grow with confidence.

3 WITH ALL THIS COMPLEXITY, AUTOMATION ISN'T OPTIONAL

The travel industry's back-end is more complex than ever. Disconnected systems, manual processes and multi-party transactions slow growth and create friction.

We're already seeing use-case-driven AI emerging across the sector. The next step is agentic AI; systems that can support dynamic forecasting, decision-making and optimisation in real time.

Mastercard is exploring how these tools can help partners automate reconciliation, provide surface payment insights and build more-agile operations. Solutions like Agent Pay also allow companies to quickly and transparently reimburse staff, such as freelance guides, reps or seasonal workers.

At Mastercard, we're not innovating for innovation's sake. We're focused on solving the challenges our partners face today while building the infrastructure they'll need tomorrow. The travel industry isn't just navigating past and present geopolitical factors – it's evolving. We're proud to pioneer and power what comes next.

TIPPING THE TRENDS

An overview from the Travolution Advisory Board

As the end of 2025 nears, our outgoing cohort of Advisory Board members share their insights on how the next 12 months will pan out

CHAIR: ANDY OWEN JONES
MD AND CO-FOUNDER, SMARTSEER

2026 will be a year when Agentic AI is much spoken about and much heralded. The actual booking impact in travel may be more muted than the effect on look-to-book ratios.
I will be looking for companies that reinvent how they address customers. Value starts with understanding how to meet customer needs both articulated and less obvious. A coming together of digital identity, deep learning and increasingly human-seeming interfaces will prompt changes, but legacy always lives longer than one would think. Call centres, web, CRM, vouchers and agencies will all remain key players next year. But as channels change and SEO and SEM evolve and diminish, new and unexpected winners will come through.
In every scenario a good data strategy, governance and skill set will grow in importance.

DEPUTY CHAIR: CHARLOTTE LAMP DAVIES
FOUNDER, A BRIGHT APPROACH

1. *AI: As AI evolves, I'll be keeping a close eye on how it reshapes travel technology to make the industry more efficient, responsible and connected.*
2. *The environment: Advances in sustainable aviation fuels and renewed attention to ground transportation are setting the stage for a smarter, greener travel industry. The coming year will be pivotal in turning innovation into meaningful impact.*
3. *Sustainability: AI, sustainable fuels and smarter ground transport will define the next phase of travel innovation, progress that must be both purposeful and planet-conscious.*

I expect to see AI reshape every corner of travel technology, from automation and customer experience to data-driven decision-making. At the same time, I see real momentum around sustainability, with smarter ground transportation, new aviation fuel options, and growing awareness of our industry's environmental responsibilities. The next phase of innovation will be about integrating these developments thoughtfully, ensuring progress benefits both people and the planet.

TARA COLPITTS
VICE-PRESIDENT OF PARTNER OPERATIONS, EXPEDIA GROUP

As we look ahead to 2026, speed and agility will define the travel industry's next chapter. Those who can quickly interpret and respond to shifting traveller preferences are best positioned to lead the way. Expedia Group's recent Unpack '26 report captures how traveller behaviour is evolving – from fan voyages and set-jetting to farm stays, salvaged hotels and literary-inspired escapes. Travellers are seeking experiences that feel more personal, purposeful and rooted in local culture. AI-powered insights are accelerating this shift, enabling travel partners to personalise offerings at scale, anticipate demand and respond in real time. For our travel partners, the opportunity lies in adapting quickly – curating authentic experiences, diversifying offerings and building sustainable growth that keeps travellers coming back.

LÉO MOULINAS
GLOBAL MARKETING & DIGITAL PRESENCE DIRECTOR, HBX GROUP

There is currently a shift happening with AI applied to travel products. Travel is moving from simple AI assistants to Agentic AI – multiple systems working together across the traveller journey (inspiration > planning > booking > in-trip support). A majority of travellers say they're confident using AI for travel planning/booking in 2026. However, concerns remain: some worry about the accuracy of AI-provided information; others feel there are too many choices. About 50% to 70% of new products fail each year because they missed the mark in understanding the customer's needs. To futureproof your ecosystem, you need to be product-led – and to be product-led is to focus on the customer. You need to start with the customer experience and work backwards. At HBX Group, this entails ensuring that what we're building for our customers is easy, so that you can easily book travel, make changes to travel, effectively distribute inventory, and so on. Creating a seamless experience for our partners and their customers is really our higher purpose.

TIMOTHY HUGHES
VICE-PRESIDENT OF CORPORATE DEVELOPMENT, AGODA

2026 will be transformative in the travel industry but it must be prepared to work to get it right and keep the consumer's needs paramount. Agentic AI and other technologies will transform booking interfaces, offer generation and personalisation, back-office systems, development speed, customer experience management and more. We will need to back up that change with support, protection, attribution and empathy. Industry has the dual role of leading the AI transformation in travel booking and consumption. It must ensure we do the work to match travellers and suppliers in an open, transparent and mutually beneficial way.

MORGANN LESNÉ
PARTNER, CAMBON PARTNERS

M&A activity will continue to be high. Getting to a global scale will continue to be the main driver of consolidation. We could see a return of the IPOs but private equity-backed deals will continue to offer the best and most sustainable valuations. The AI disruption is in every investment committee these days and only companies with real defensibilty (more likely to come from content than pure tech itself) will pass the cut. The AI risk will be one of the easiest reasons to walk away from a deal and will put pressure on every large private equity funding round.

SPENDING: THE BIG PICTURE

Our 2024 analysis of the latest Office for National Statistics data on the UK travel industry and IT expenditure has revealed the extent of the recovery experienced across travel.

The uncertainty that characterised the UK economy in 2023, with the technical recession, remained in 2024 and beyond. In the past 12 months, the impact of macroeconomics, with the likes of food and energy prices driving the cost-of-living crisis, has only deepened.

Since the last report, inflation rates came down to an average of 2.5% in the UK but the squeeze was still felt.

Nevertheless, the UK's GDP increased by 1.1% in 2024, up from 0.4% the previous year.

Before we look in more detail at the data related to IT spend for each travel subsector, it's worth taking a brief look more broadly at traveller numbers, revenues and employment levels.

THE BEST YET

Despite mounting pressures on businesses, revenues and employment levels strengthened in 2024.

Employment numbers shine bright and attest to the hard work put in by the industry over the prior 12 months.

UK travel employee figures hit a record 582,717, an increase of 3% or 15,363 new starters. Employment in all subsectors grew in 2024 bar Water Transport, which fell by 15% from 2023.

This is reflected in revenue figures as turnovers for all subsectors grew in 2024 bar Water Transport, which shrunk by 3% to nearly £7 billion.

Interestingly, considering the outlay in spend on technology, which you'll read later in this report, Air Transport had the smallest turnover growth last year with 6%, taking it to £30.6 billion.

Hotels enjoyed a 7% growth to £28.1 billion, while Travel Agents posted 10.9% growth to £38 billion, leaving Tour Operators to take top spot with an upturn of 12.4% to £12.6 billion.

While the volume of passengers hasn't surpassed pre-2019 levels just yet, the momentum is building with numbers rising steadily each year.

Water passenger numbers have some way to go but Air passenger numbers could beat previous records in 2025 or the following year, as global air passenger numbers are expected to rise to over 12 billion by 2030, according to an ACI-ICAO report published in 2025.

In terms of turnover, Travel Agents and Tour Operators have been slower than Hotels in achieving, and subsequently exceeding, parity with pre-pandemic levels.

Part of this is due to the greater inflation experienced by Hotels than Travel Agents and Tour Operators during 2021-24. In the first six months of 2025, Travel Agents and Tour Operators experienced inflation of over 5% while Hotels had on average no inflation.

This contributed to the two segments having similar uplift in turnover over 2019 values in the first five months of 2025.

Figure 1a: **TRAVEL AGENTS AND OPERATORS TURNOVER, JANUARY-APRIL 2025**

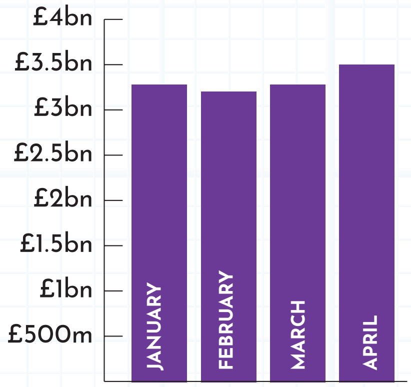
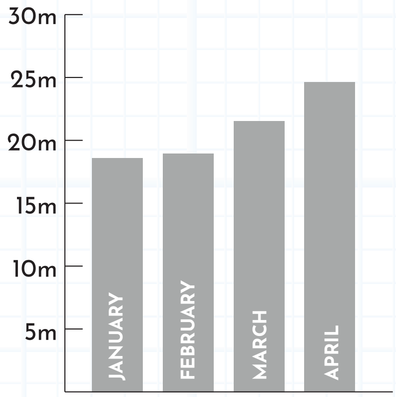


Figure 1b: **AIR PASSENGER NUMBERS, JANUARY-APRIL 2025**



FUTURE-PROOFING

The travel trade now needs technology more than ever to handle fast-rising passenger numbers, growing expectations of seamless experiences, and greater competition with more businesses on the scene.

With 2025 being the era of Agentic AI, investment is expected to carry on soaring as businesses fight to keep up with emerging technological advancements.

Another record-breaking year is therefore expected, and there should be no reason why the sector doesn't achieve this and go on to follow the trend of this year and smash through to new highs.

IT spend trends in travel, 2024-25

14% IT spend increase in 2024

12% Predicted IT spend increase in 2025

£2.68bn Total amount spend on IT by travel in 2024

8% Increase in UK Travel Industry turnover in 2024

UK Travel Industry turnover was **£116.4bn** in 2024

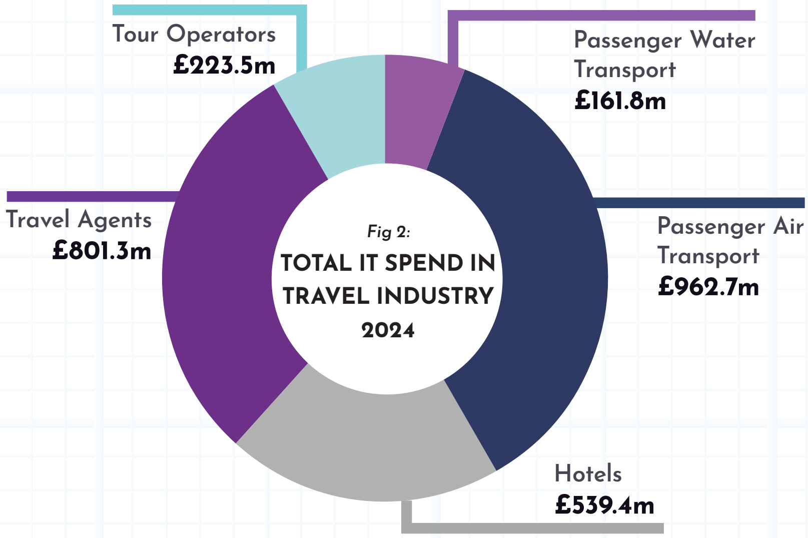


Fig 2: TOTAL IT SPEND IN TRAVEL INDUSTRY 2024

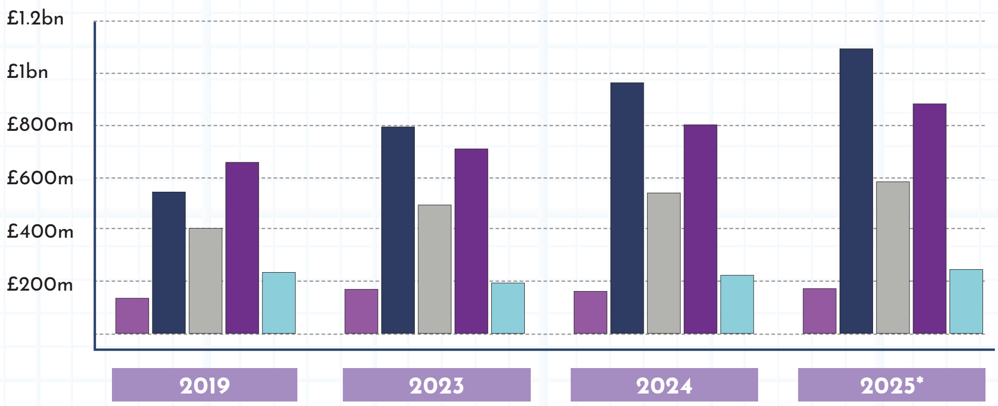


Fig 3: TOTAL IT SPEND BY SECTOR: PRE-PANDEMIC, PAST TWO YEARS AND 2025* (FORECAST)

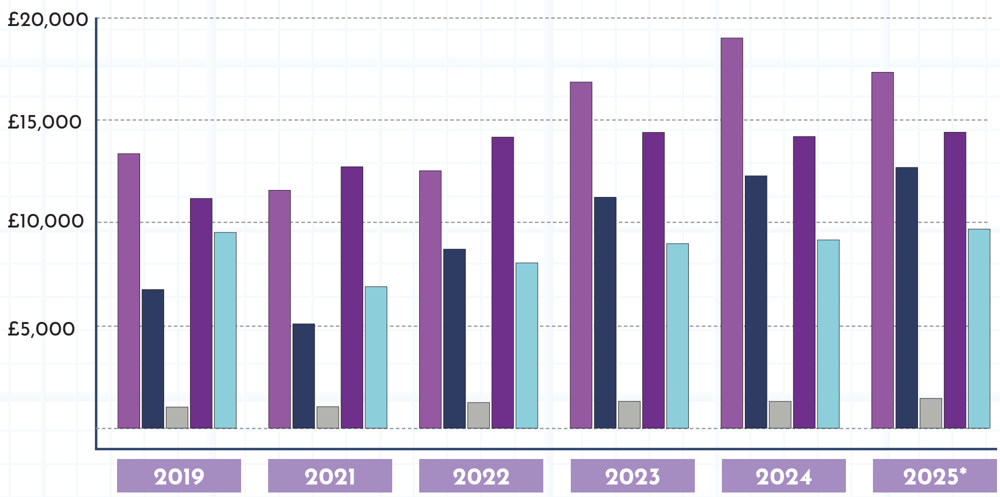


Fig 4: TOTAL IT SPEND PER EMPLOYEE BY SECTOR: 2019 TO 2025* (FORECAST)

THROUGH £2BN: NEXT STOP £3BN?

Sector's IT spend in 2024 surges to £2.68 billion

Last year this report stated that the industry hadn't been able to break the £2 billion mark for total industry tech spend, but revised ONS data has since shown that the barrier was indeed well and truly broken in 2023 with an outlay of £2.35 billion.

In 2024, this investment swelled again, to £2.68 billion – a figure 36% higher than 2019's pre-pandemic high.

But the growth doesn't appear set to stop there. Our predictions, based on ONS data, are for the industry to splash out a whopping £2.97 billion on technology in 2025.

So how did we get here? While we've already heard that employment and revenues have bucked the pandemic curse for good, traveller numbers haven't quite caught up. Yet despite this, and in the face of ongoing inflationary and cost-of-living pressures, the travel industry goes from strength to strength. Turnover figures reflect this. The UK travel industry's turnover increased by 8% to £116 billion in 2024, consolidating an increase of 21% in 2023.

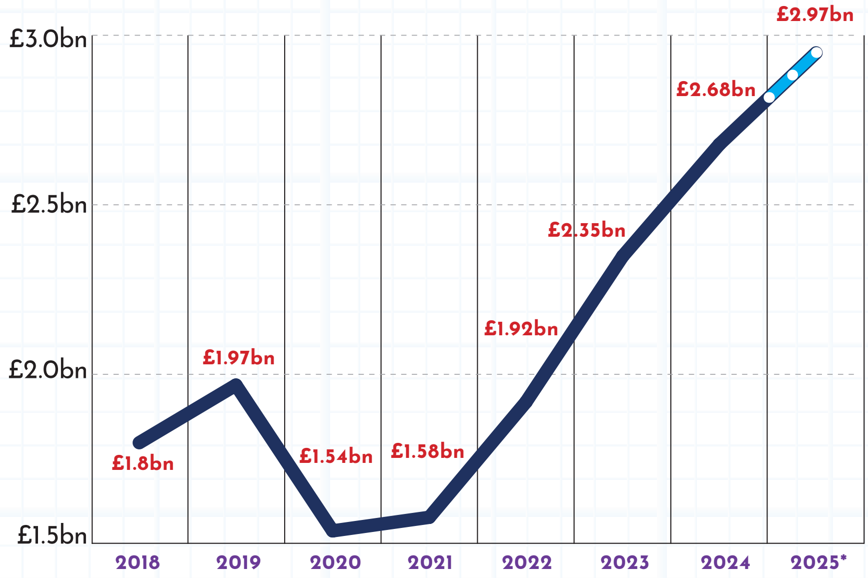


Figure 5: **IT SPEND IN TRAVEL, 2018 TO 2025***

TRAVEL SECTOR COMPARISONS

Much like its employment levels and passenger numbers, Water Transport was the only subsector in 2024 to not reach positive growth. Its spend fell by 5% from £147 million to £138 million.

The four other subsectors all spent more on IT in 2024, three doing so with double-digit percentage increases, and Hotels only just failing to do so with a 9% hike taking its spend to £540 million.

Travel Agents, a previous biggest hitter when it came to outlay, came in third for the fastest growth in 2024 at 13% and £801 million spent.

This changed in 2023, when Air Transport overtook this subsector for spend for the first time and a 46% growth then. And in 2024, it grew the fastest, spending 21% more for a total outlay of £963 million on technology. This was largely down to British Airways' £7 billion transformation plan, involving hefty investment in IT infrastructure.

In terms of share of investment in 2024, Travel Agents had the largest market share with 33%, Air Transport at 26% was next, followed by Hotels at 24%.

What Air Transport is experiencing now echoes the lavish investment made by Travel Agents in previous years to meet the challenges of the rapid rise and market dominance of OTAs and direct-to-consumer booking platforms.

Finally, while Tour Operators spent the second-smallest amount in 2024, at just £224 million, this was the second-fastest growing subsector in its spend.

Once again, though, the travel industry outstripped the all-UK industry average of 4% growth in IT spend.

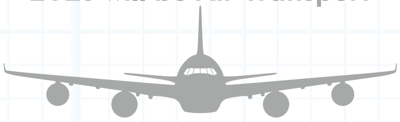
SPEND PER EMPLOYEE

The amount spent on IT per employee across the UK travel industry has been increasing consistently in recent years, rising in 2024 by 2.3% to £4,615. For a full analysis of spend per member of staff, turn to page 28.

Trends in IT spend by travel sector, 2012-25*

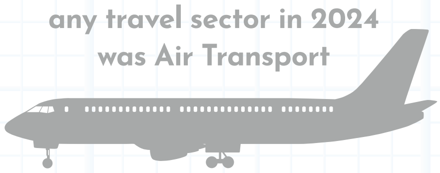
£1bn

The predicted biggest annual spend by any travel sector in 2025 will be Air Transport



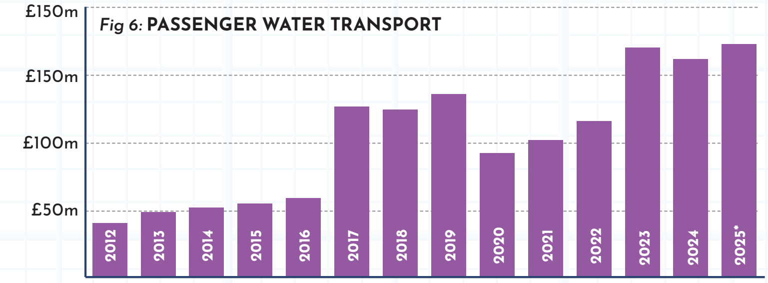
£963m

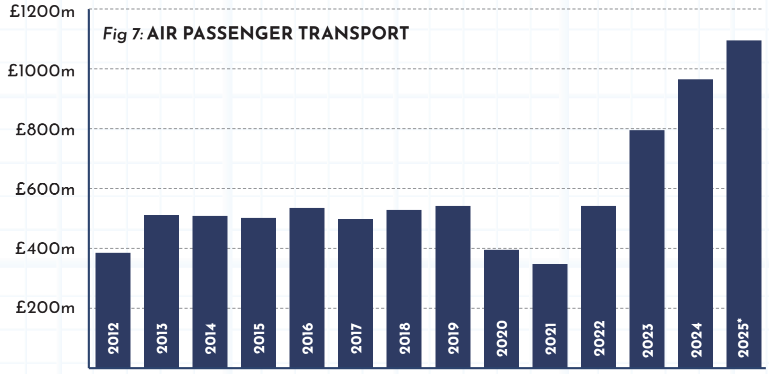
The biggest annual spend by any travel sector in 2024 was Air Transport

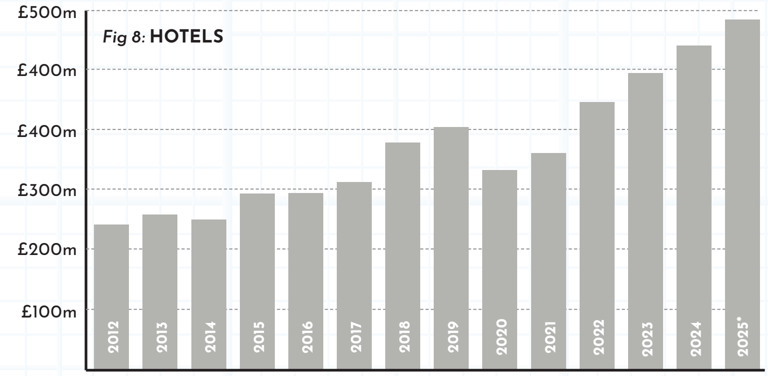


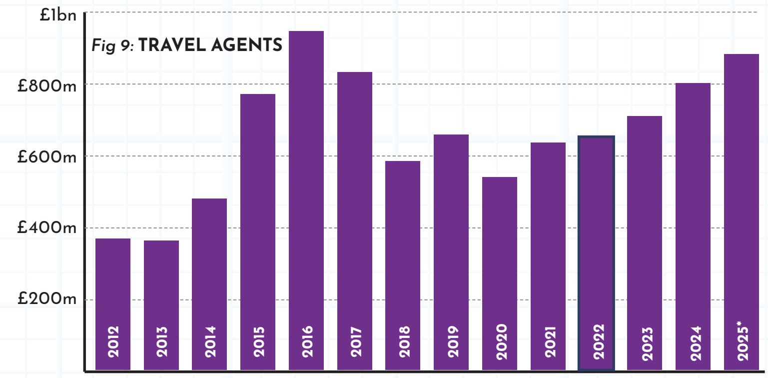
Air Transport also posted the biggest percentage rise in IT spending in 2024, up

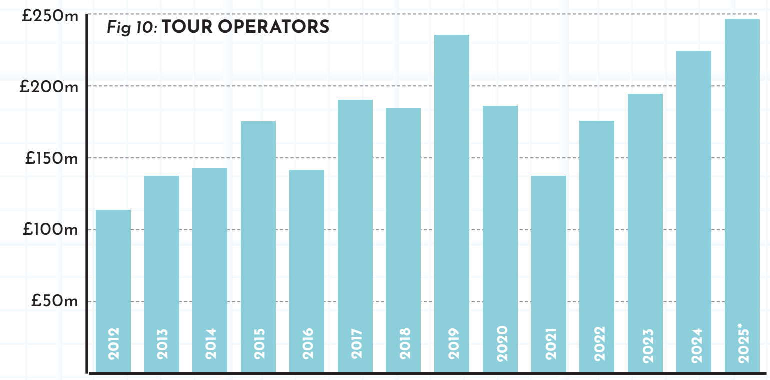
21%











WHICH SECTOR'S ANNUAL SPENDING ON IT HAS GROWN THE MOST SINCE THIS REPORT LAUNCHED IN 2008?

1st	Water Transport	77%
2nd	Air Transport	64%
3rd	Hotels	59%
4th	Travel Agents	58%
5th	Tour Operators	56%

Figures based on change from lowest to highest outlay

TECH CATEGORIES

An end to hesitant investment

This report has consistently noted how the travel industry spends less as a proportion of total technology spend on IT Staff than is generally the case among UK companies (Figs 11 and 12).

Staffing costs have been travel's second-largest IT spend in previous years but while all UK industries have this as the biggest outlay, by a clear mile, it sits in the middle in travel's list of IT category outlays.

Last year, the industry spent a total of £492 million on IT staffing.

For 2025, that figure is projected to climb to £537 million, yet at the same time the category is expected to drop to the second-lowest for spending.

2024 SEES CHANGE

In fact, the biggest outlay in the travel industry in 2024 was taken by Computer Services, once again, with figures topping £1 billion for the first time.

Oddly, it wasn't the category to see the fastest growth, with Software claiming this title, attracting spending growth of 38%, taking it to £460 million, versus Computer Services' 10% growth.

The move towards Computer Services being the biggest spend category has been around since 2018, so it is no longer a new trend. This behaviour is driven by travel companies being drawn to third-party IT providers offering Computer Services encompassing everything from expenditure on consultancy, outsourcing, software support and hardware support.

This type of investment is echoed by UK-wide industries, which invested in this category the most after staff.

Fig 11: **TRAVEL IT SPEND, 2019-25***

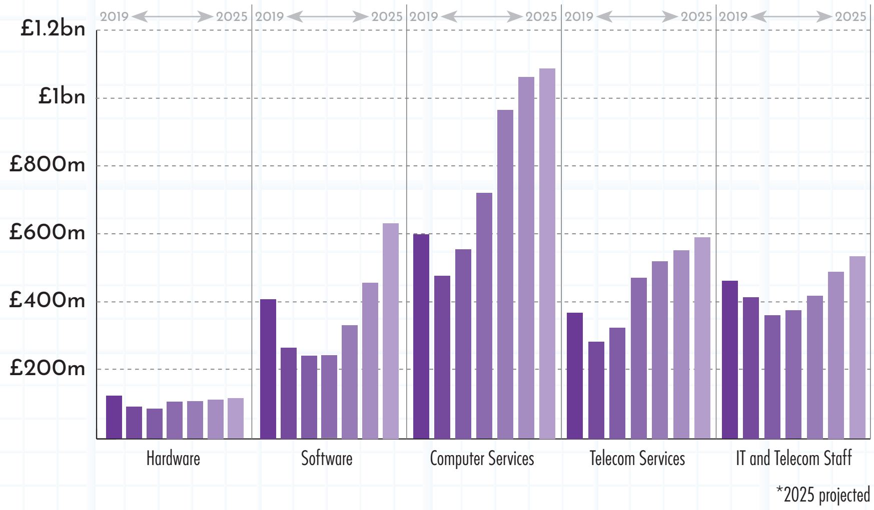
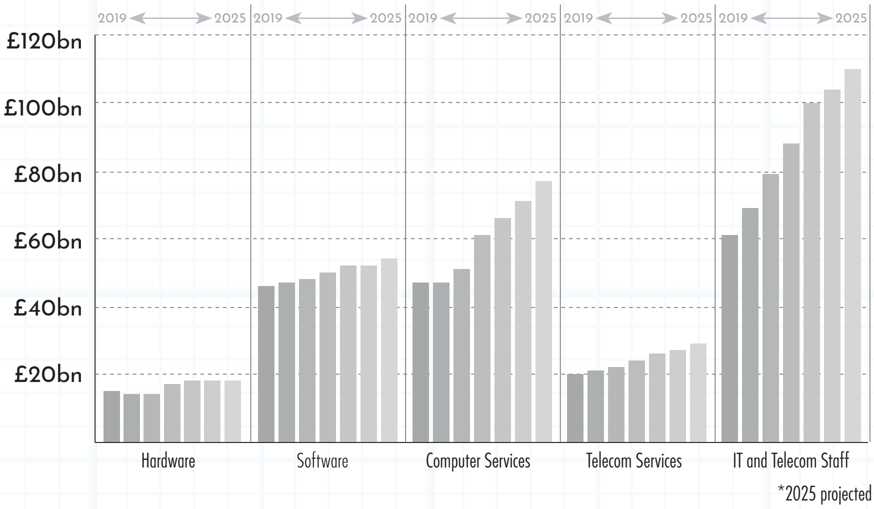


Fig 12: **UK ALL-INDUSTRIES IT SPEND, 2019-25***



There was a wide gulf between the first and second-ranked spend categories for 2024. Telecom Services attracted the next highest outlay but its total was a staggering £511 million less than Computer Services', having grown by just 6% to £555 million.

As mentioned above, IT & Telecom Staff ranks in the middle of spending budgets but this category actually grew the second-fastest in 2024, by 17%.

Yet, although Telecom spend grossed half a billion, it sits as the second-slowest category to grow ➢

IT category spending

in investment, just behind Hardware on 5% and the lowest cost of £115 million. Nevertheless, 2024 saw all categories regain and, indeed, exceed 2019 levels of investment, bar Hardware, which still sits around £10 million short. In 2023, we only saw two categories do this – Computer Services and Telecoms. For 2025, this report predicts that based on ONS figures, this will continue to be the case with Hardware investment falling £7 million shy of 2019's £119 million.

LOOKING AHEAD

It is pertinent to ask whether it is necessary for all investments to return to and exceed pre-pandemic figures to drive the industry's development, and the honest answer is, it probably is not. Times have changed. As we move further into the AI-dominated landscape,

> "This huge investment is a ringing endorsement of the industry and the role it plays in supporting an activity now seen as a necessity"

there is less need for Hardware as reliance shifts towards Software and Computer Services.

It is therefore little surprise that Software is forecast to grow the fastest in 2025, as it did in 2023 and 2024, while for all UK industries, Computer Services is likely to be the highest-growth category in 2025 at 9%.

Instead, it's more important to look at the wider picture. The prediction of this report for the past few years that IT spend will break through the £2 billion mark has finally happened. And in 2024 it didn't just surpass that threshold by a little but by posting record-breaking figures of nearly £2.7 billion.

This huge investment is a ringing endorsement of the travel industry and the role in plays in supporting an activity that is now regarded by many consumers as a necessity in life, not just a luxury.

Let's hope the sector's receptiveness to new advances in technologies continues to fuel further positive change.

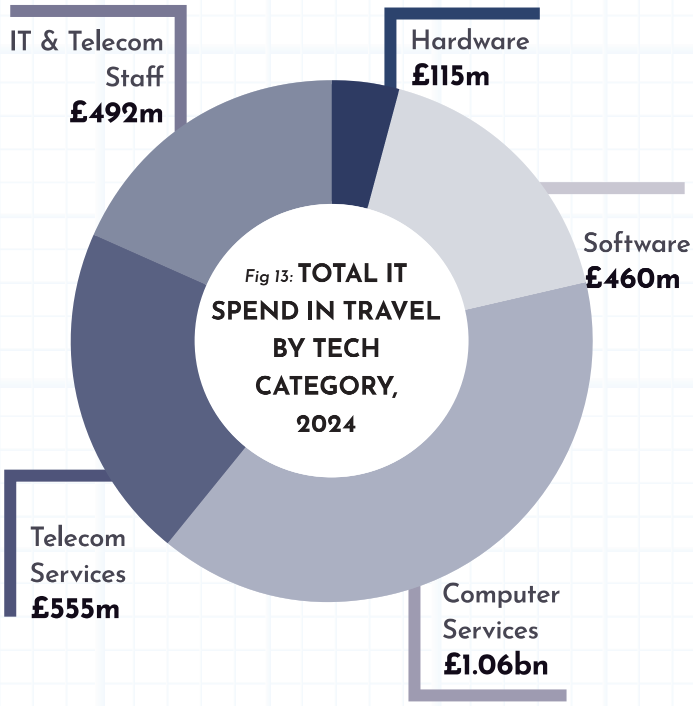


Fig 13: **TOTAL IT SPEND IN TRAVEL BY TECH CATEGORY, 2024**

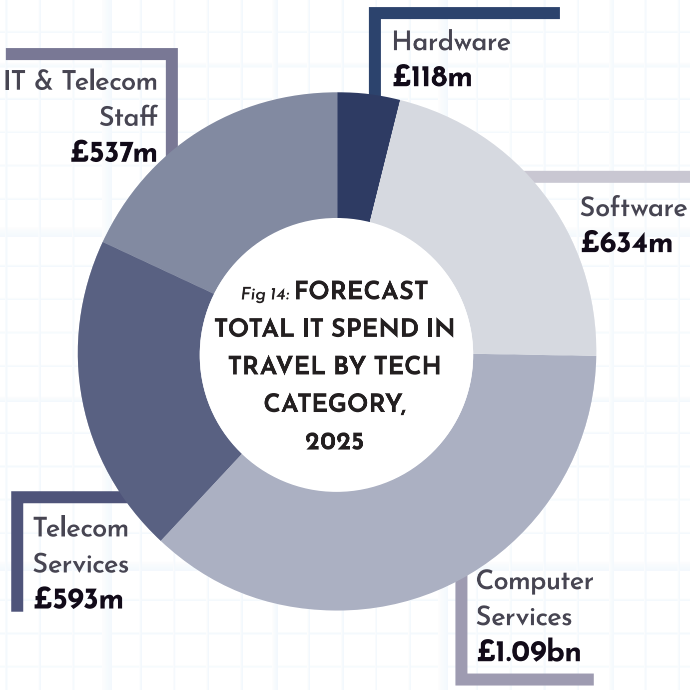


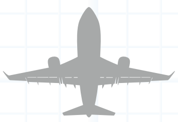
Fig 14: **FORECAST TOTAL IT SPEND IN TRAVEL BY TECH CATEGORY, 2025**

trends in the UK travel industry, 2019-25*

Air Transport and Water Transport both cut spending on Hardware in 2024

Air Passenger Transport spending on Software grew the most in 2024 and is predicted to be the fastest growing in 2025, up

£150m



Software spending was the biggest industry-wide growth in 2024, up by

38%

Computer Services spend only predicted to grow by **2%** in 2025 but will be biggest investment with **37%** of IT spend

Water Transport was only subsector to reduce spend in 2024, down 5%

Fig 15: **TOTAL HARDWARE SPEND BY TRAVEL SECTOR, 2019-25***

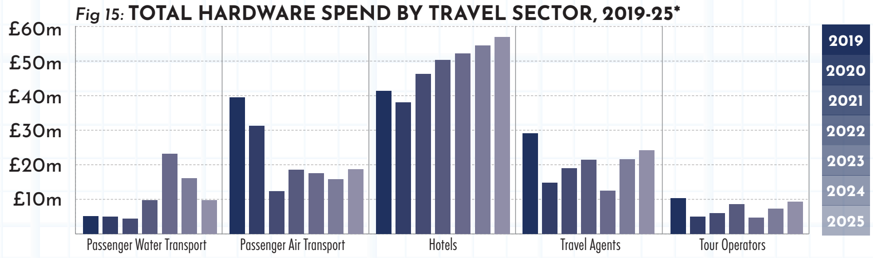


Fig 16: **TOTAL SOFTWARE SPEND BY TRAVEL SECTOR, 2018-25***

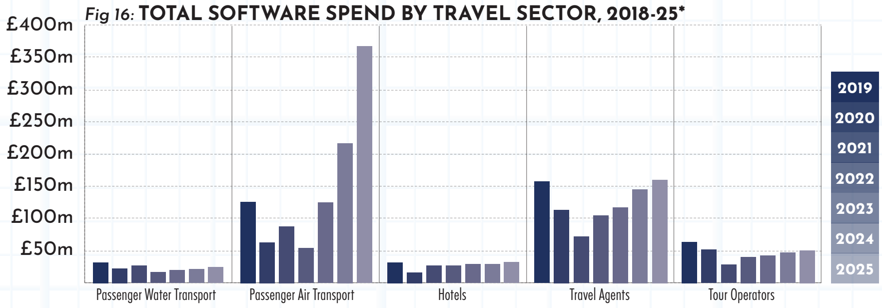


Fig 17: **TOTAL COMPUTER SERVICES SPEND BY TRAVEL SECTOR, 2019-25***

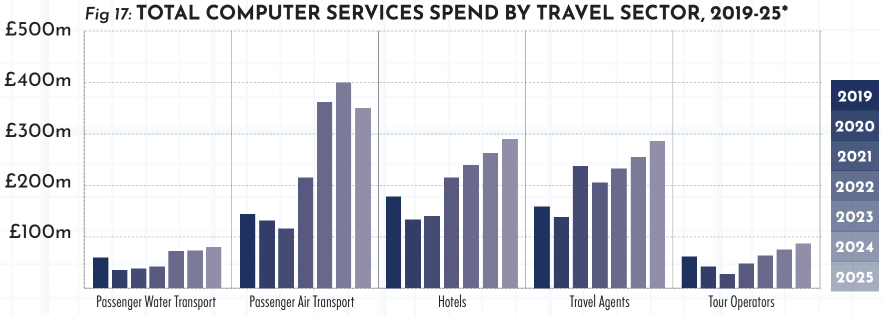


Fig 18: **TOTAL TELECOM SERVICES SPEND BY TRAVEL SECTOR, 2019-25***

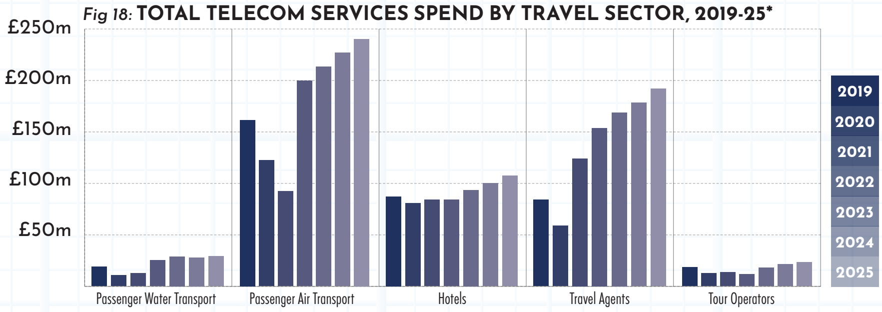
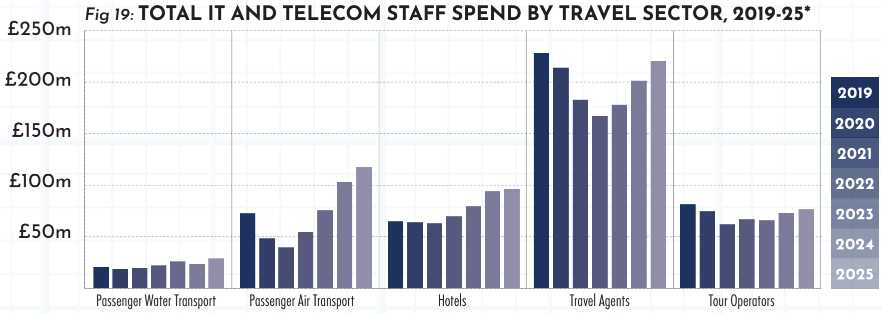


Fig 19: **TOTAL IT AND TELECOM STAFF SPEND BY TRAVEL SECTOR, 2019-25***



*2025 projected

SPEND BY SIZE

Bigger companies, deeper pockets

As we enter the first year of not just positive growth but real results achieved, it's worth contextualising all the successful foundations being built across the industry against the makeup of travel businesses by size.

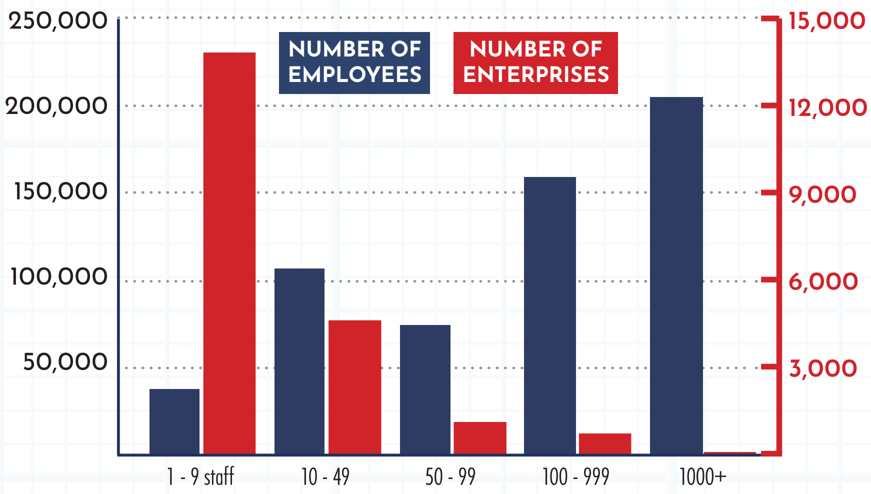
As we have continued to see in this report, ONS figures show in terms of the sheer number of businesses, travel remains dominated by micro-firms employing fewer than 10 people, and in fact this category is the only one to have seen significant change in the past year, growing from 11,770 enterprises to 13,805 in one year.

The number of businesses with 10-49 employees also rose in 2024 to 4,575 from 4,040 in 2023.

In contrast, the largest businesses in the industry – those with 1,000-plus employees – has remained at 40 since 2021, dropping from 45 in 2020.

While the smallest enterprises make up 68% of enterprises, enterprises with more than 100 staff account for 62% of our sector's employees.

Fig 20: **THE TRAVEL INDUSTRY: EMPLOYEE AND ENTERPRISE NUMBERS, 2024**



SPENDING PATTERNS

It is within these larger companies that the vast majority of the spend on technology takes place.

Companies with 1,000-plus staff accounted for 46% of spend in 2024, investing £1.4 billion, markedly up from £873 million in 2023.

Combined, the 100-999 and 1,000-plus size categories accounted for 82% of all IT spend in travel last year.

This report found that the fastest-growing size band in 2024 was that with more than 1,000 staff, with a rise of 21%.

In comparison, the slowest was the band with 1-9 employees at -8%, but this is tipped to grow the most in 2025, by 23%.

While challenges remain and some legacy technology still languishes in place, 2024 saw a huge leap forward for innovation investment, and not just by the big players, either.

Anecdotally, we know that more business owners no longer feel they can ignore the need to install new technology if they wish to remain relevant, especially with the march of AI.

Smaller firms recognised the value of investing in IT too last year, with Passenger Transport enterprises with 1-9 employees spending 26% more and Tour Operators with 1-9 employees spending 14% more.

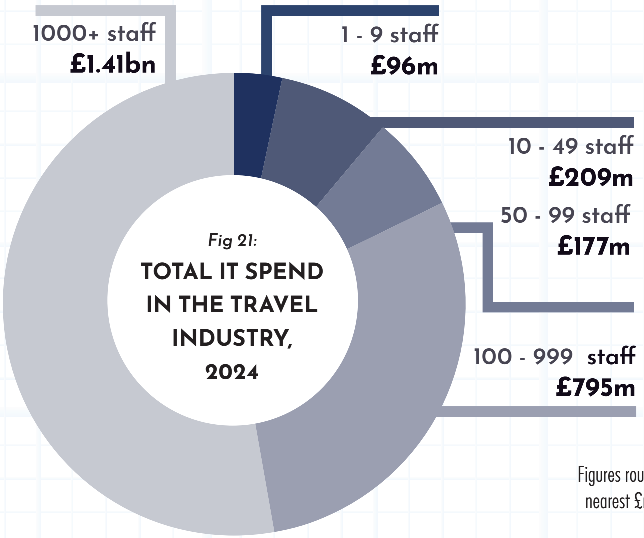
The size band with 1,000-plus employees that spent the most was Air Transport with an outlay of £904 million, equating to 93% of the total spend for Passenger Air Transport and 33% of the total IT outlay by the industry in 2024.

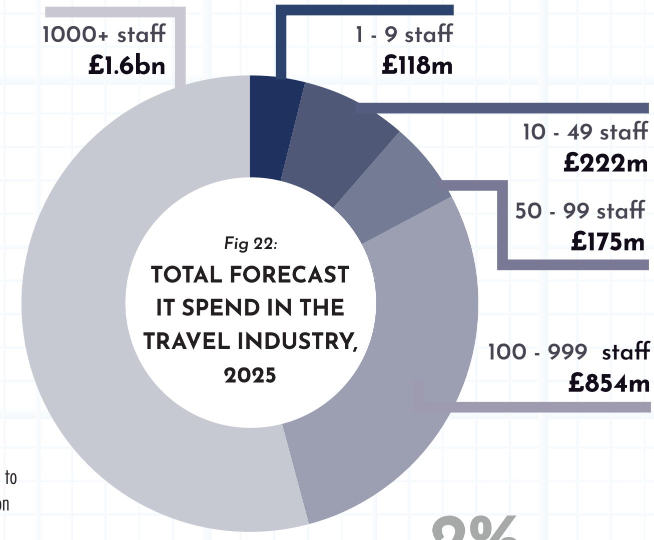
For all the other size bands, travel agents were the leading spenders in 2024. Agencies with 100-999 employees came second in the largest outlay of spend with £334 million.

For the smallest size band, Travel Agents continued to be the largest spenders, at £43 million, with Tour Operators in second with £26 million.

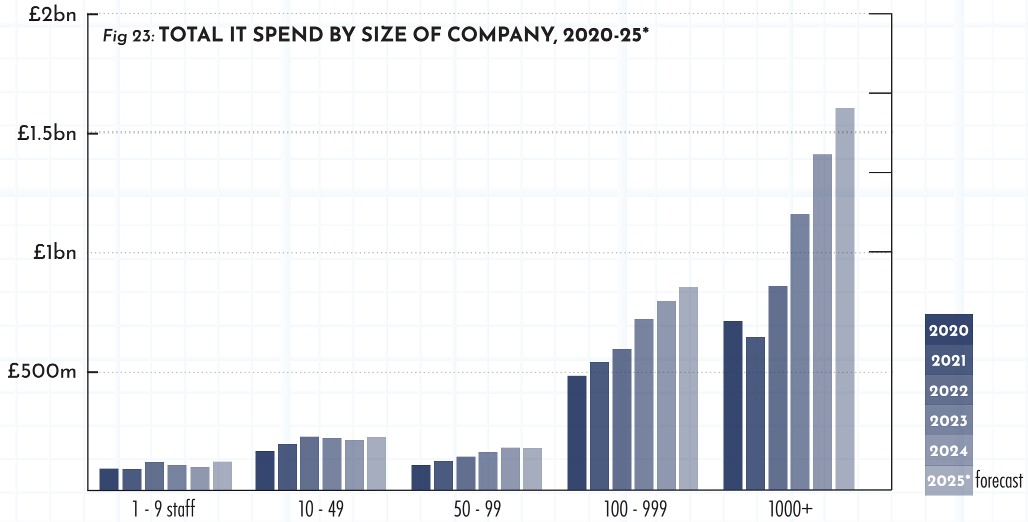
Another interesting metric is turnover per employee. In 2024, Passenger Water Transport was the only subsector to grow this figure; Hotels, Air Passenger Transport and Travel Agents were largely flat; while Tour Operators posted a better figure than just before the pandemic but still fell short of its 2017 level.

Spending by company size, 2024-25





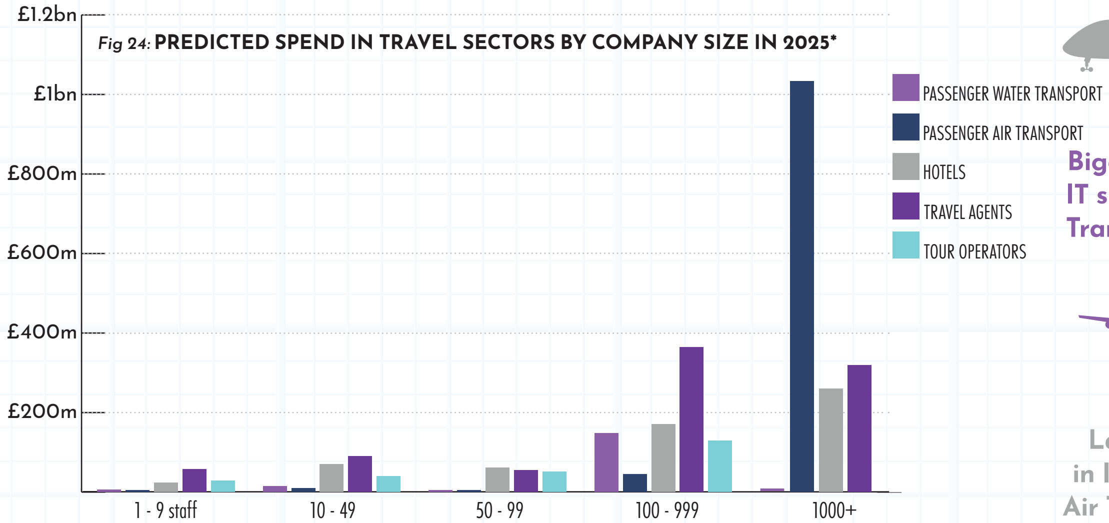
Figures rounded to nearest £million



2%
Smallest increase in IT spend in 2024 was for Water Transport with 10-49 staff

35%
Biggest increase in IT spend in 2024 was for Water Transport with 1-9 staff

-31%
Biggest drop in IT spend in 2024 was for Air Transport with 1-9 staff



-20%
Biggest predicted drop in IT spend in 2025 is for Air Transport with 50-99 staff

63%
Largest predicted rise in IT spend in 2025 is for Air Transport with 1-9 staff

OUTLAY PER STAFF MEMBER

Bigger businesses mostly spend more

These final two pages of our analysis provide a clear look at IT spend relative to company headcount and the trends we have seen since 2019.

Note, for presentation reasons, the bar graphs for the Passenger Air Transport subsector have a different scale for the largest companies, reflecting the dominance of those businesses in that sector.

Passenger Air Transport's 1,000-plus employee size band last year remained the industry's biggest investor in IT for its staff, spending £904 million and accounting for 94% of the total outlay for that sector.

Across each of the four other enterprise size bands, Travel Agents was the leading spender.

The line graphs present the IT spend per employee. These show that Water Transport, although the lowest spender in total IT outlay, spent the most per employee of any category, investing £22,812 per staff member in businesses with 100-999 employees. It was followed by Travel Agents with 100-999 employees at £19,433 and then 50-99 employees with £19,310.

Looking ahead to 2025, organisations with more than 1,000 employees are predicted to account for 54% of the total IT and Telecom expenditure in the travel industry, while enterprises with 100-999 staff are forecast a 29% share.

■The following 10 pages provide a sector-by-sector barometer of IT spend and key industry statistics for 2024 and 2025.

Fig 25: **PASSENGER WATER TRANSPORT IT SPEND**

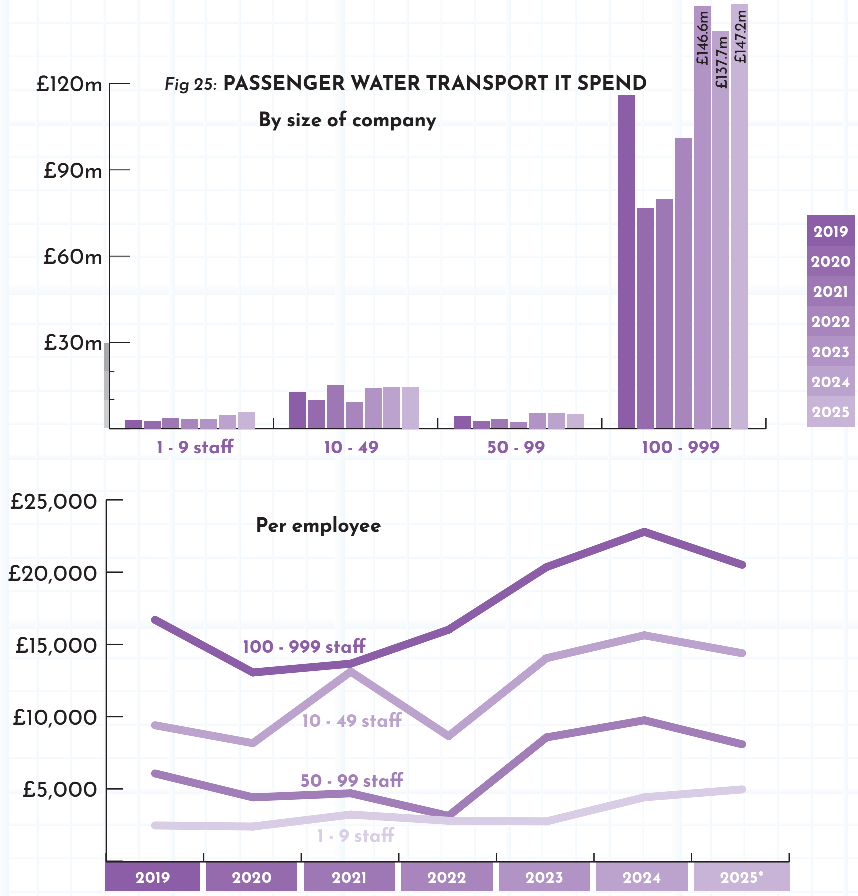
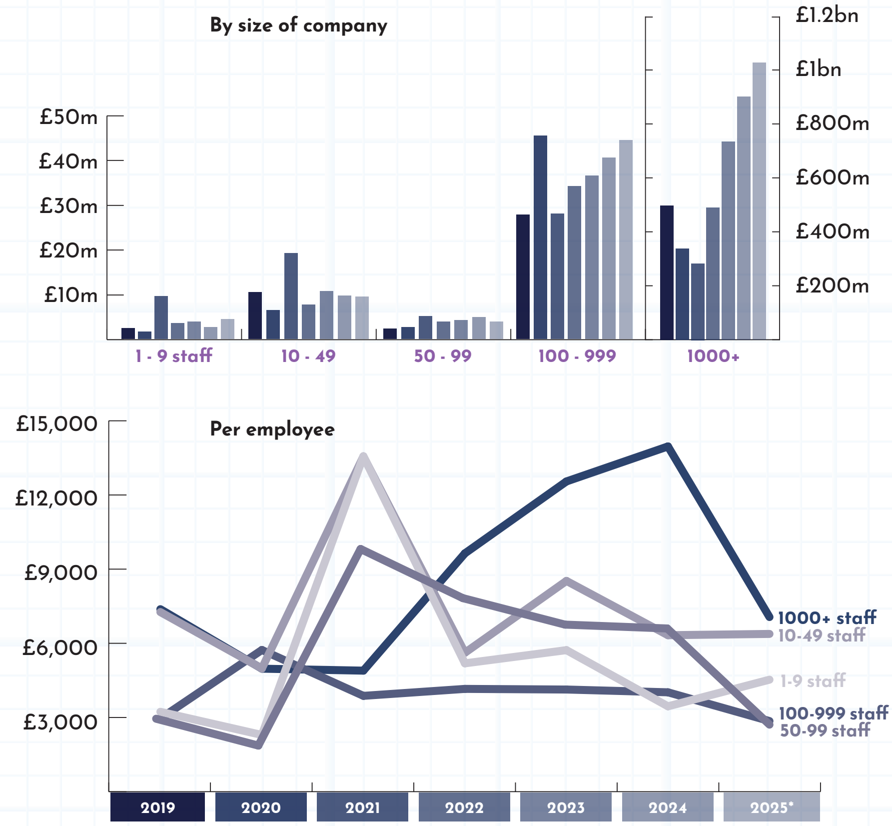


Fig 26: **PASSENGER AIR TRANSPORT IT SPEND**



IT spend per employee, 2019-25*

*2025 figures predicted

Fig 27: **TRAVEL AGENTS IT SPEND**

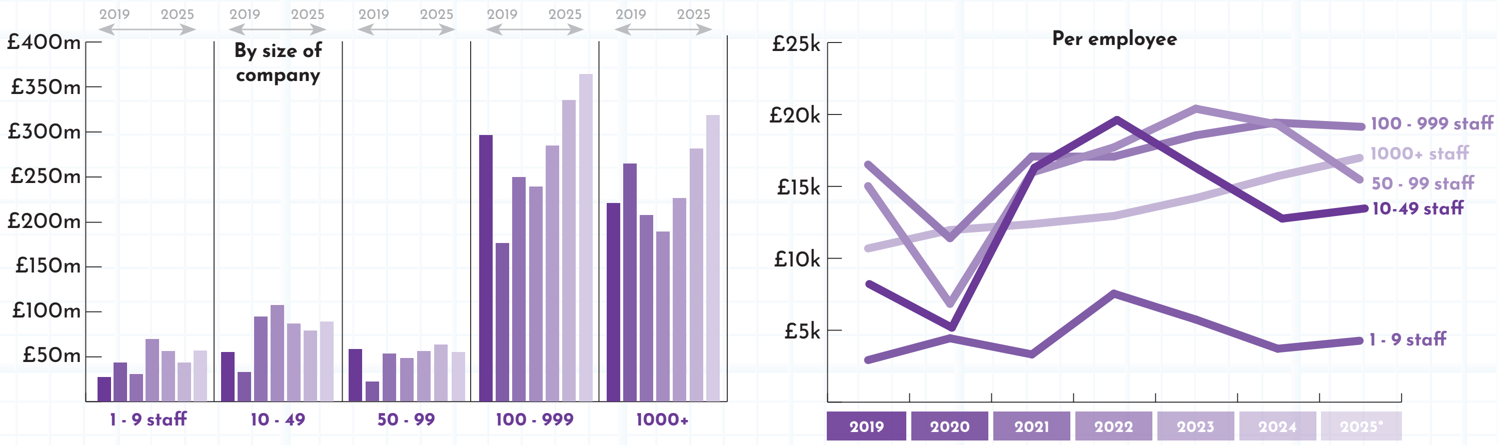


Fig 28: **TOUR OPERATORS IT SPEND**

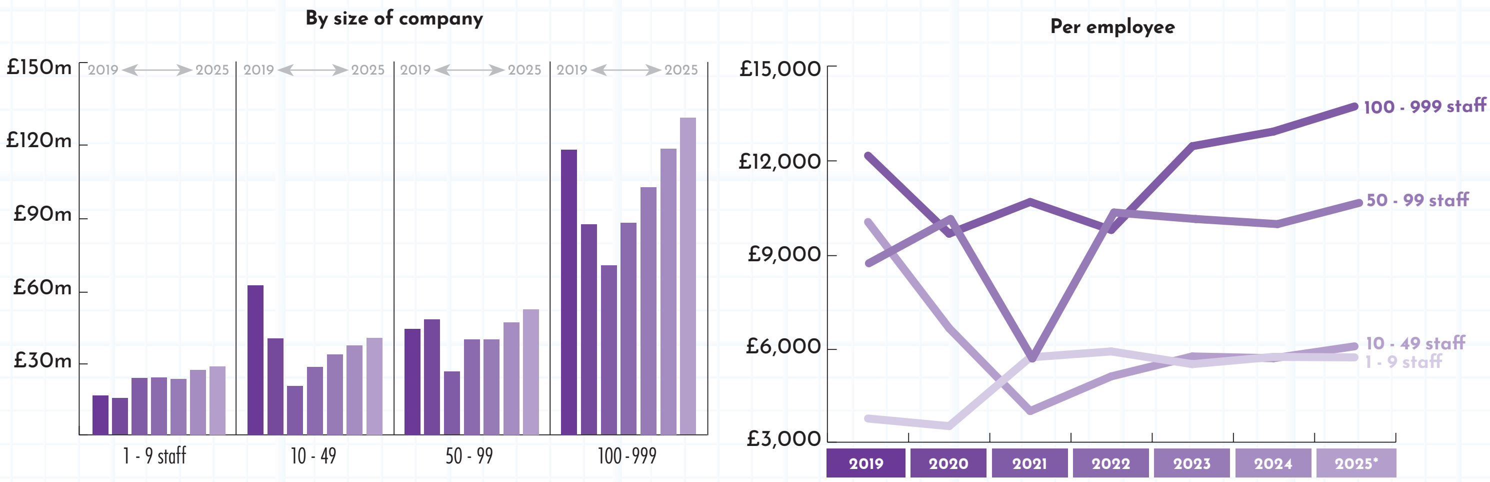
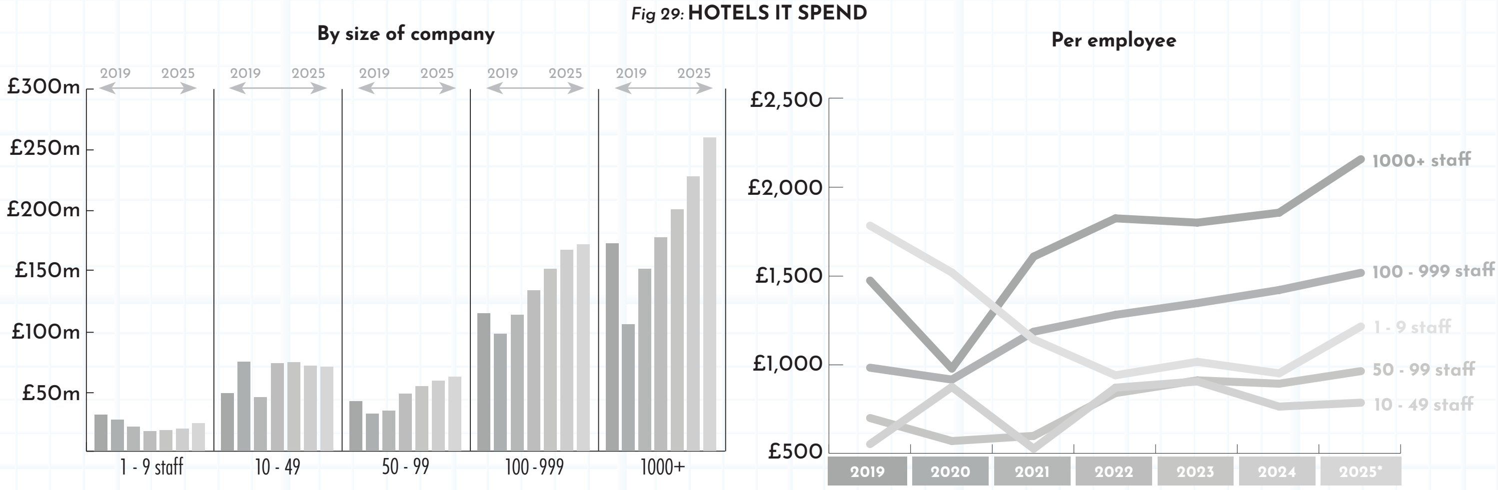


Fig 29: **HOTELS IT SPEND**



IT spending by Travel Agents in 2024

Fig 30: NUMBER OF EMPLOYEES BY SIZE OF AGENCY

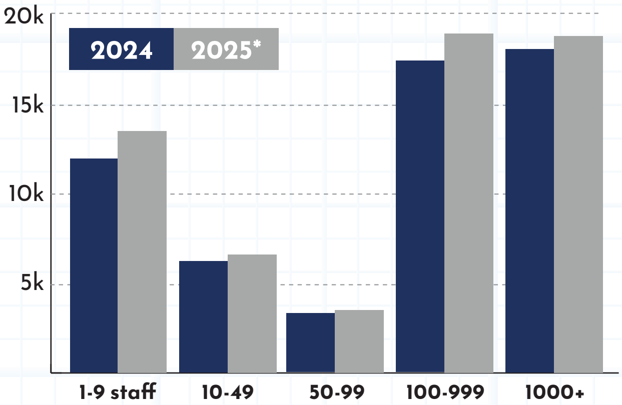
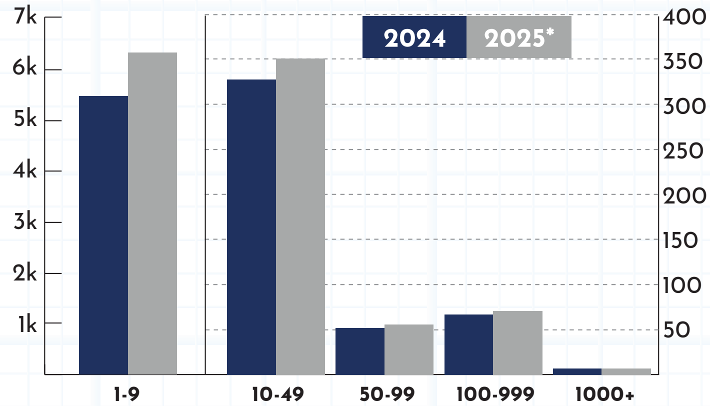
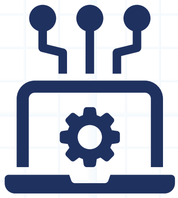


Fig 31: SPLIT OF TRAVEL AGENCIES BY NUMBER OF EMPLOYEES





£801m
Total IT spend by Travel Agents businesses in 2024

£50.6bn
Combined Travel Agent and Tour Operator Turnover (source: ONS)

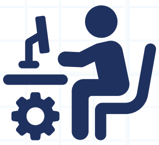


Fig 32: HARDWARE SPEND BY SIZE OF AGENCY

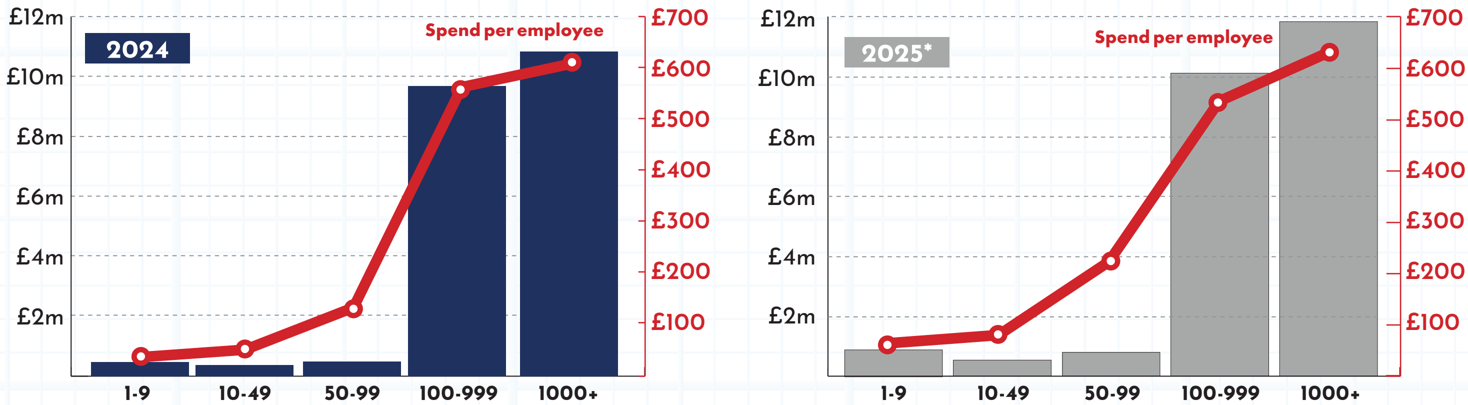
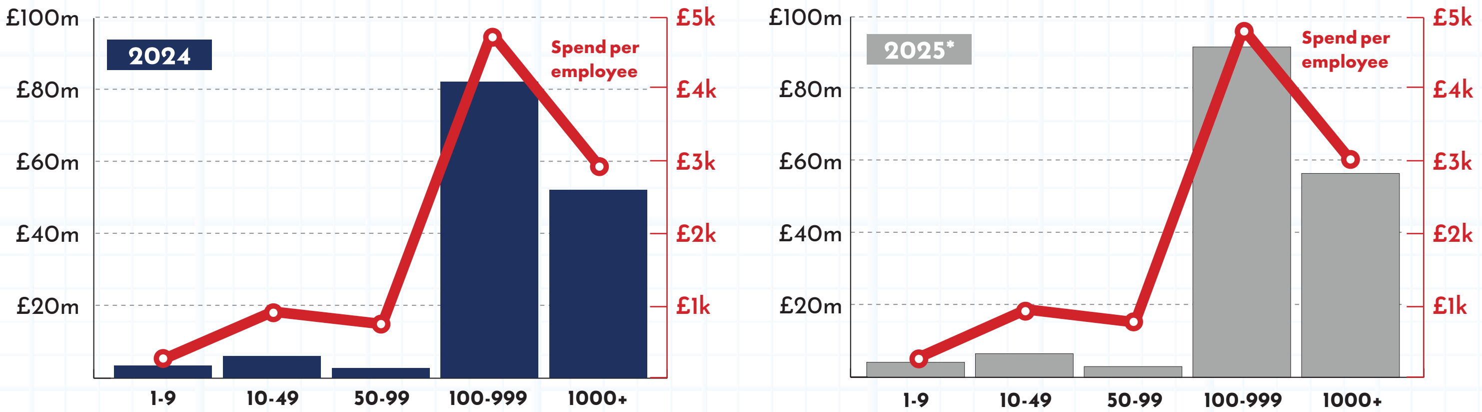


Fig 33: SOFTWARE SPEND BY SIZE OF AGENCY



and forecast for 2025*

Fig 34: **COMPUTER SERVICES SPEND BY SIZE OF AGENCY**

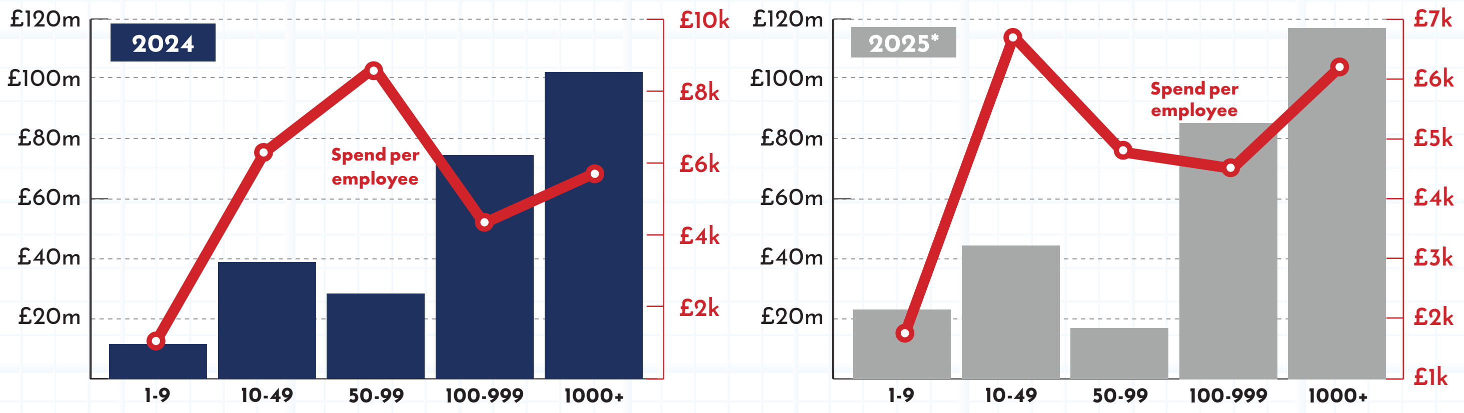
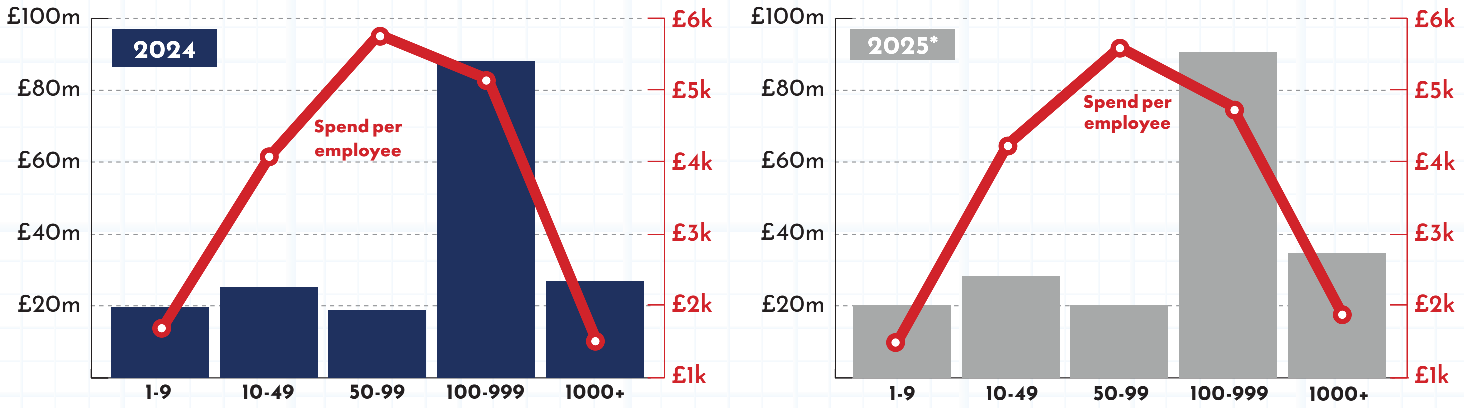


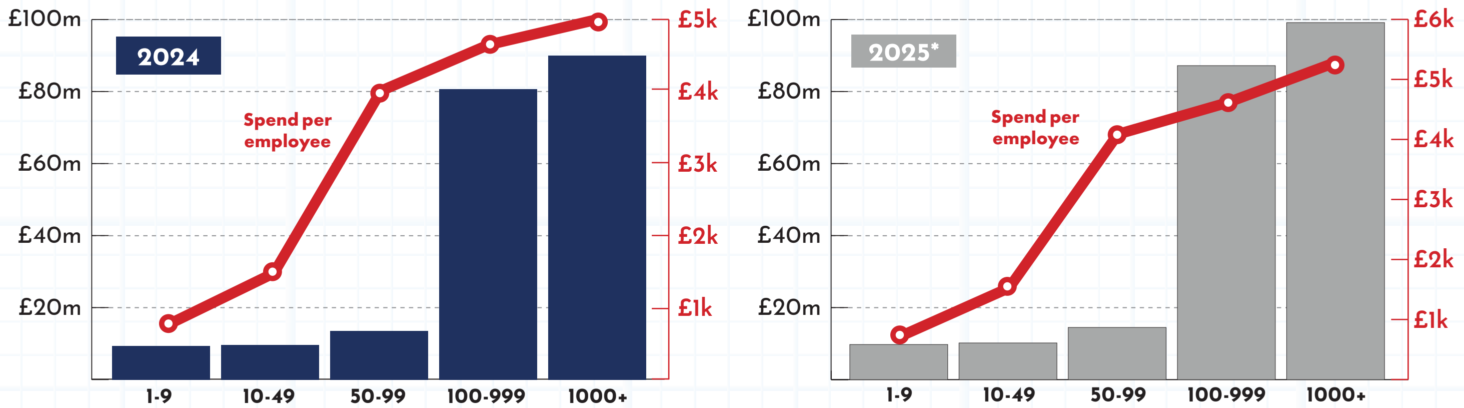
Fig 35: **TELECOM SERVICES SPEND BY SIZE OF AGENCY**



56,368
Total number of employees

5,910
Number of enterprises

Fig 36: **IT AND TELECOM STAFF SPEND BY SIZE OF AGENCY**



PICTURE: Shutterstock/allakuz

IT spending by Tour Operators in 2024

Fig 37: **NUMBER OF EMPLOYEES BY SIZE OF OPERATOR**

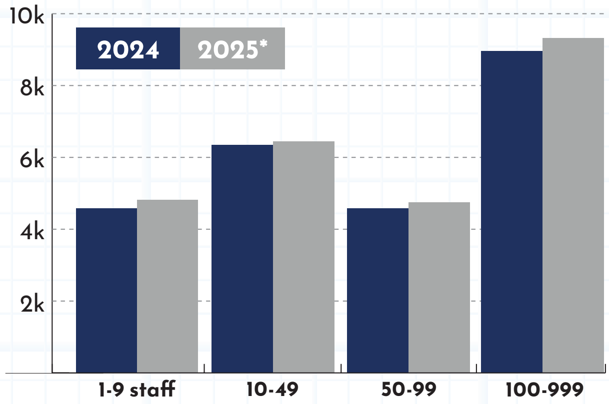


Fig 38: **SPLIT OF OPERATOR SIZES BY NUMBER OF EMPLOYEES**

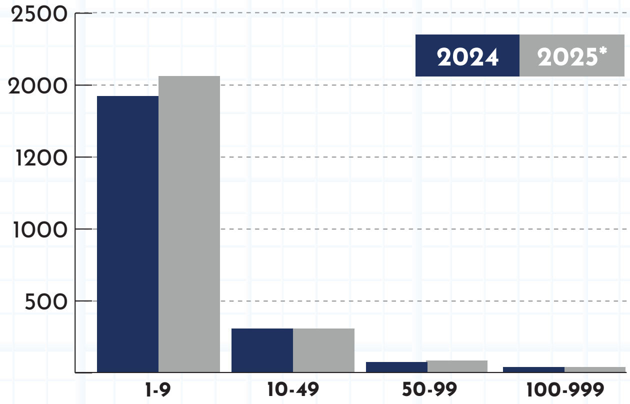
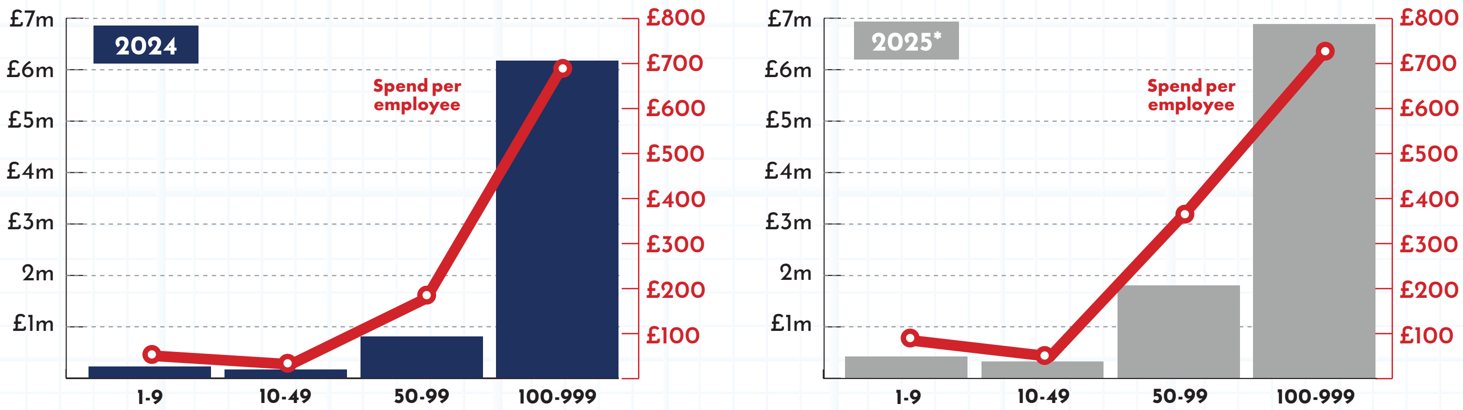


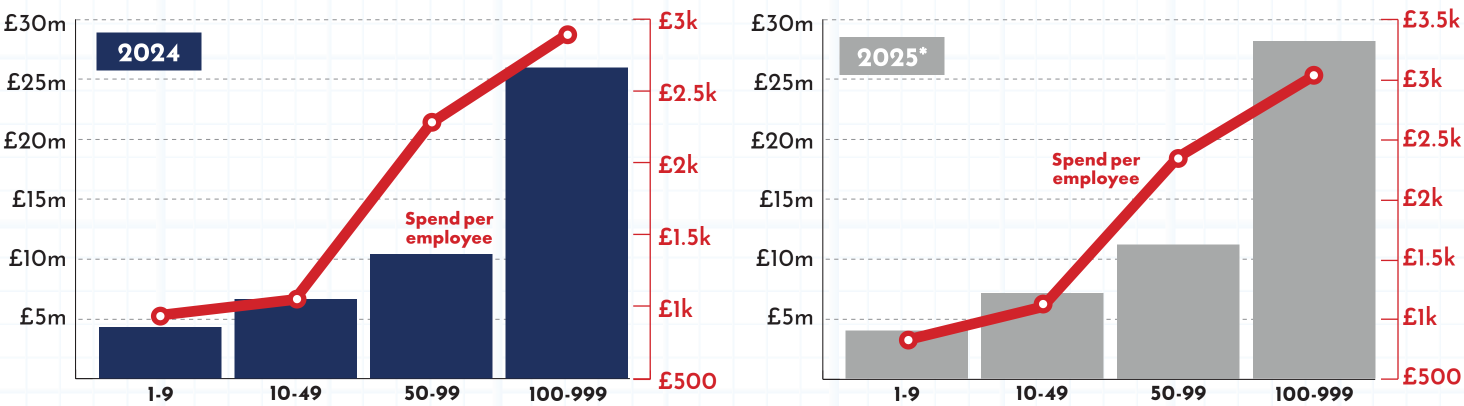
Fig 39: **HARDWARE SPEND BY SIZE OF AGENCY**



£223m
Total IT spend by Tour Operators in 2024

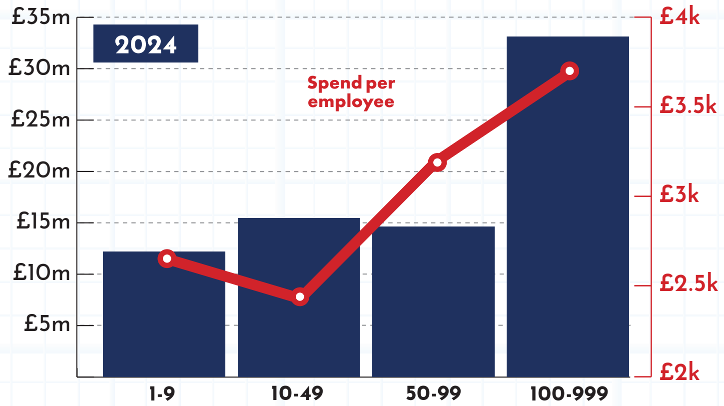
2,310
Number of enterprises

Fig 40: **SOFTWARE SPEND BY SIZE OF OPERATOR**



and forecast for 2025*

Fig 41: **COMPUTER SERVICES SPEND BY SIZE OF OPERATOR**



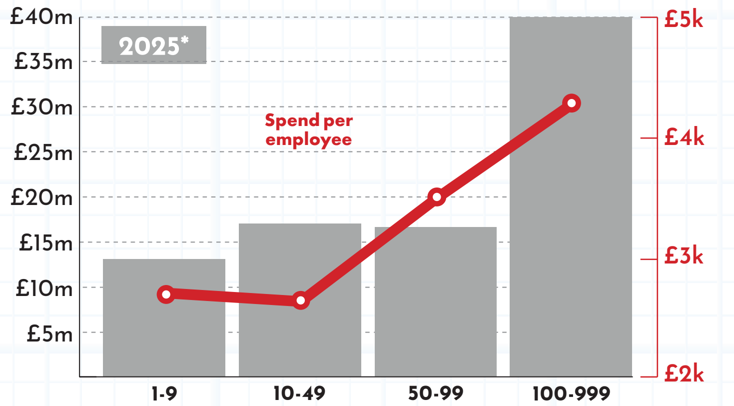
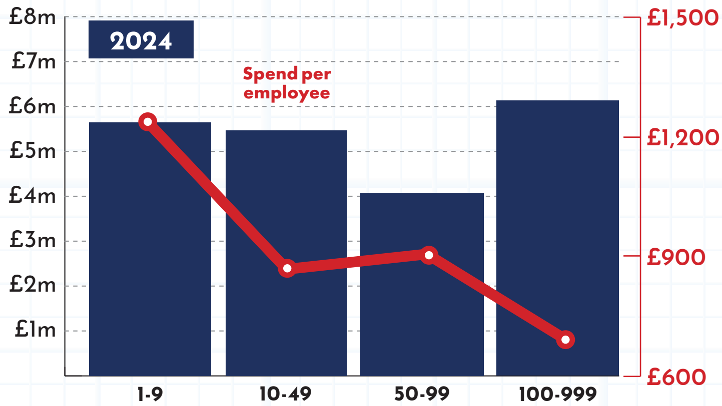
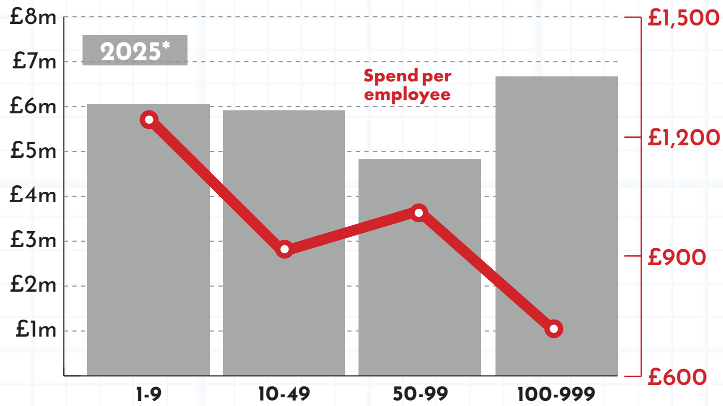


Fig 42: **TELECOM SERVICES SPEND BY SIZE OF OPERATOR**

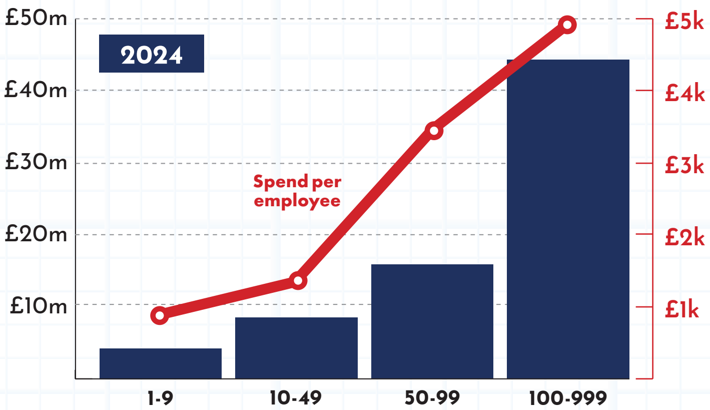


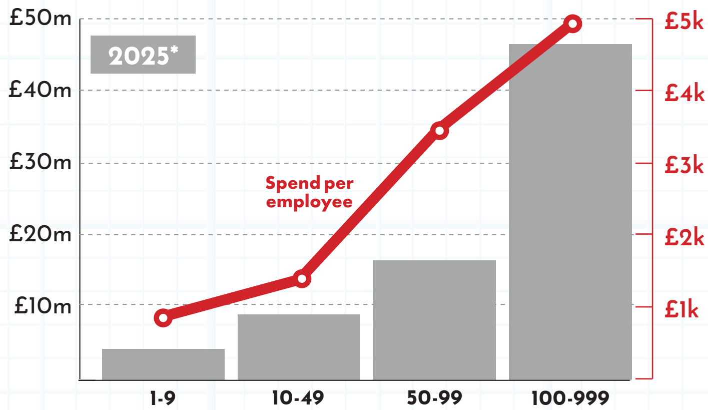


£50.6bn
Combined Travel Agent and Tour Operator turnover (source: ONS)

24,366
Total number of employees

Fig 43: **IT AND TELECOM STAFF SPEND BY SIZE OF OPERATOR**





IT spending by Air Transport in 2024

Fig 44: NUMBER OF EMPLOYEES BY SIZE OF ENTERPRISE

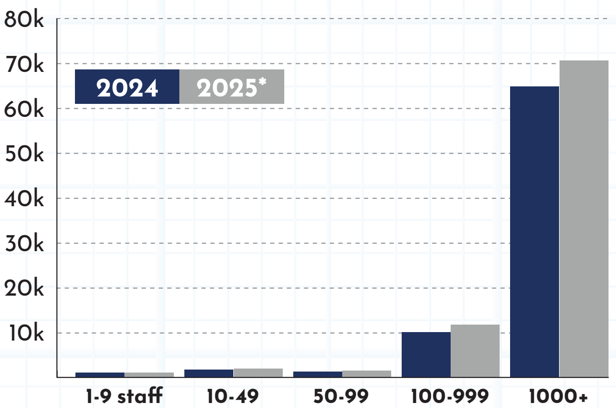
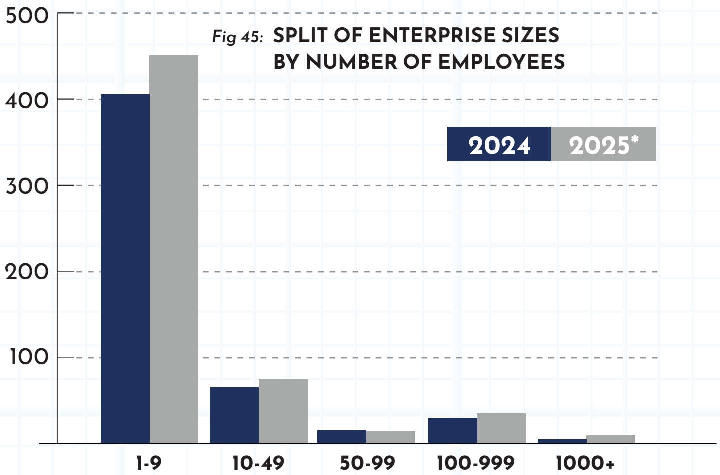
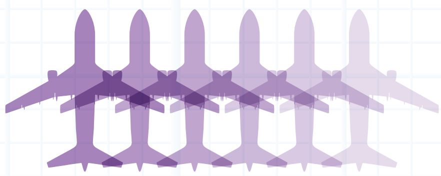


Fig 45: SPLIT OF ENTERPRISE SIZES BY NUMBER OF EMPLOYEES

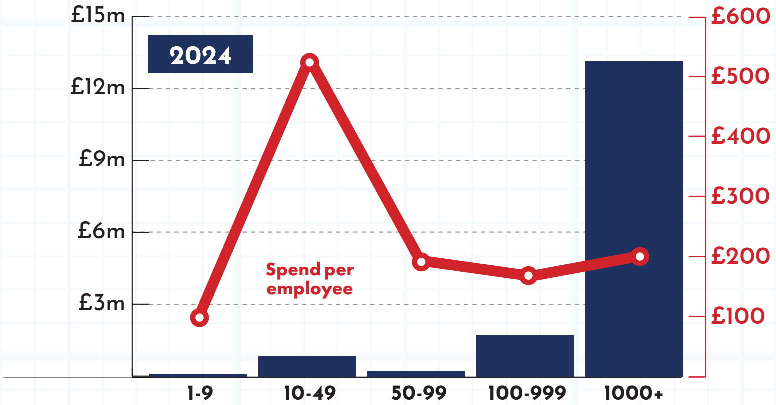




520
Number of enterprises

£962m
Total IT spend by Air Passenger Transport businesses in 2024

Fig 46: HARDWARE SPEND BY SIZE OF ENTERPRISE



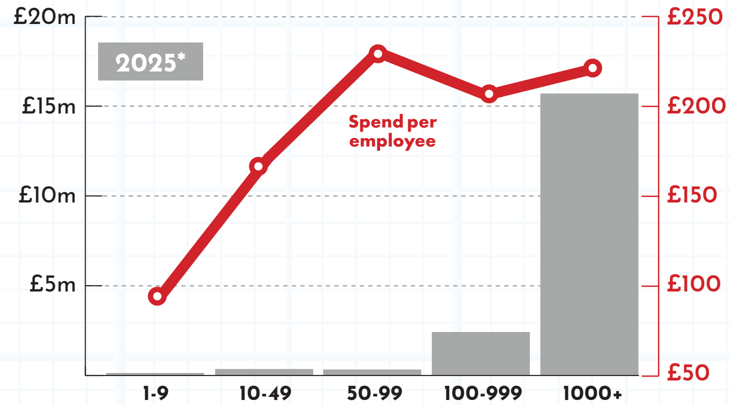
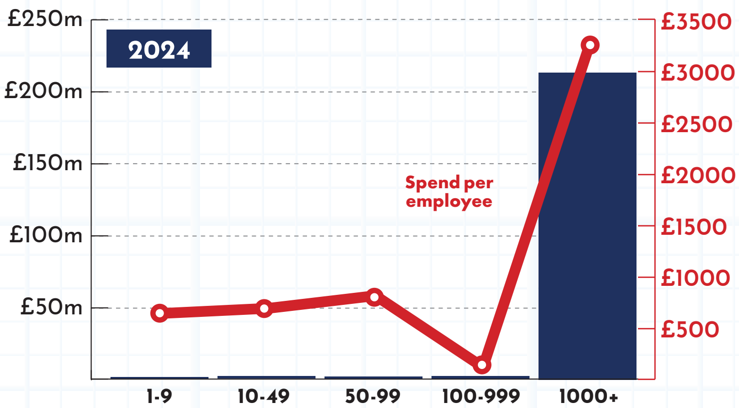
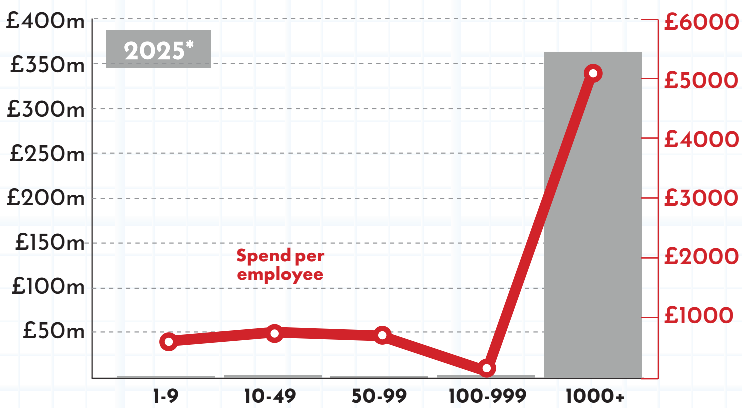


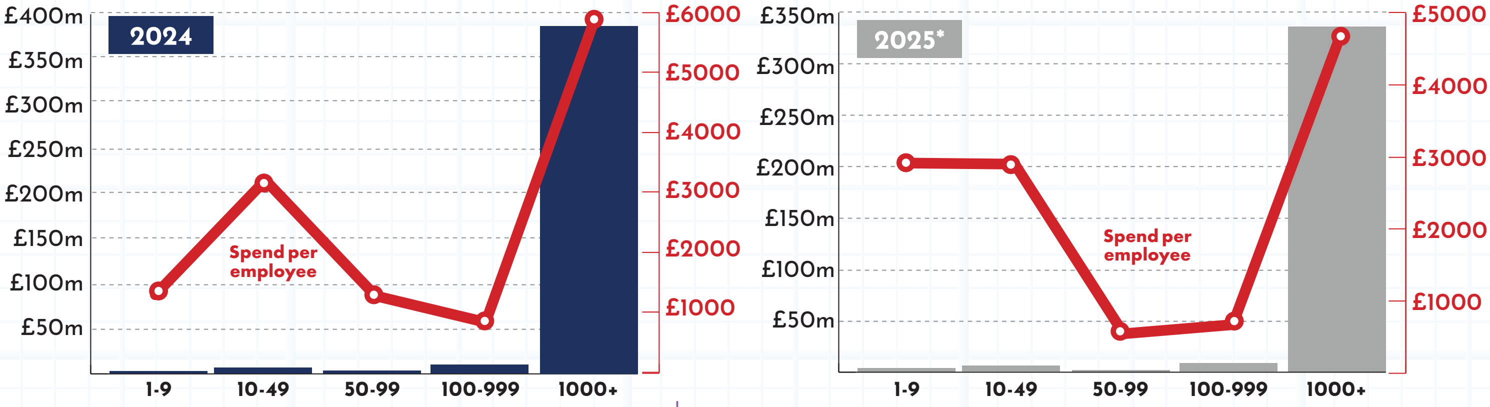
Fig 47: SOFTWARE SPEND BY SIZE OF ENTERPRISE





and forecast for 2025*

Fig 48: COMPUTER SERVICES SPEND BY SIZE OF ENTERPRISE



78,286
Total Number of Employees

292.4m
Number of airport passengers (source: CAA)

Fig 49: TELECOM SERVICES SPEND BY SIZE OF ENTERPRISE

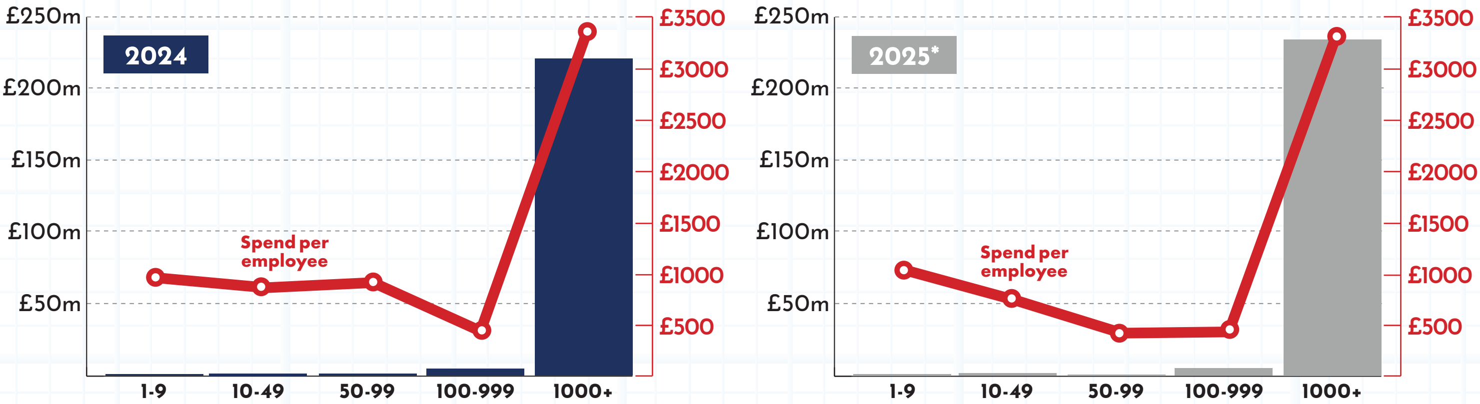
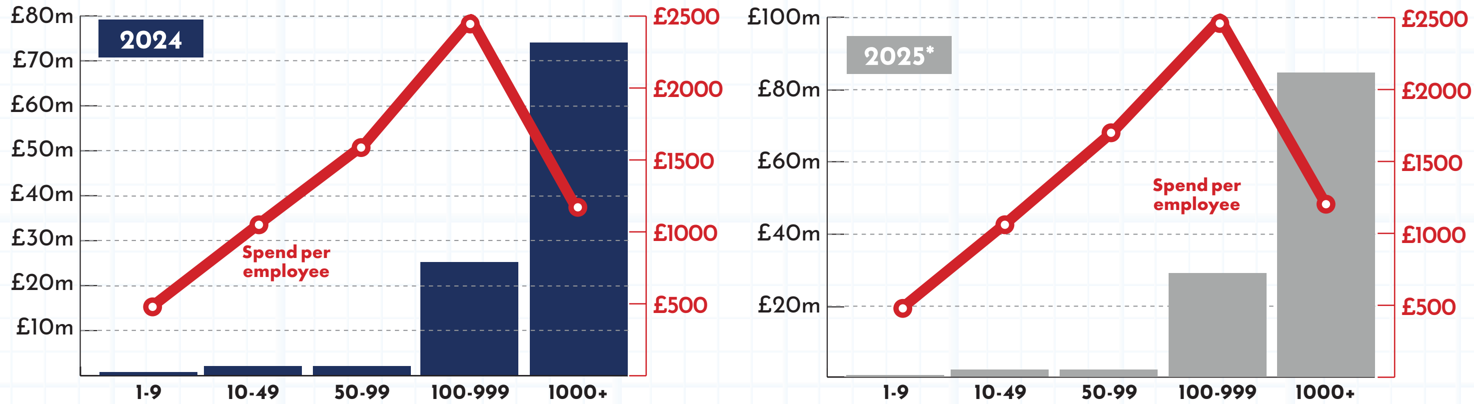


Fig 50: IT AND TELECOM STAFF SPEND BY SIZE OF ENTERPRISE



IT spending by Water Transport in

Fig 51: **NUMBER OF EMPLOYEES BY SIZE OF ENTERPRISE**

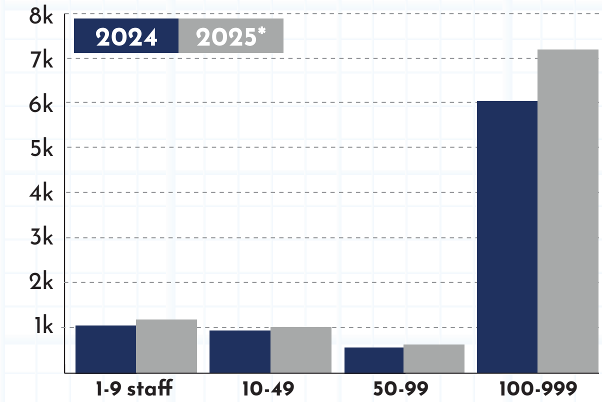


Fig 52: **SPLIT OF ENTERPRISES BY NUMBER OF EMPLOYEES**

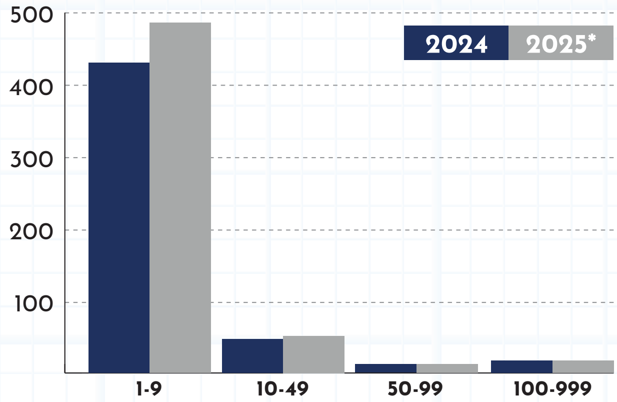
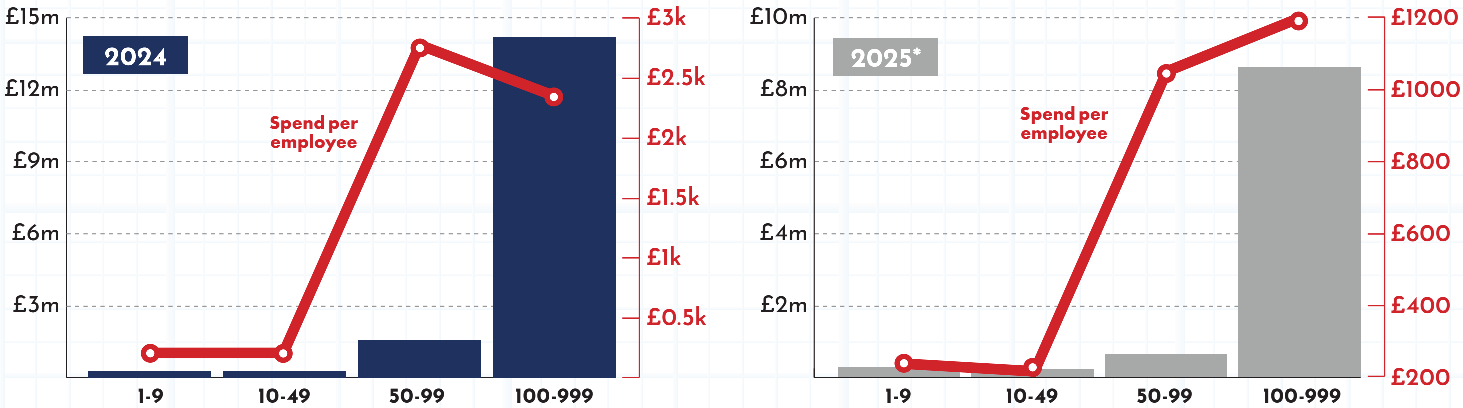
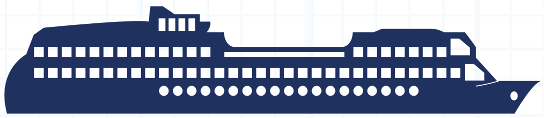


Fig 53: **HARDWARE SPEND BY SIZE OF ENTERPRISE**

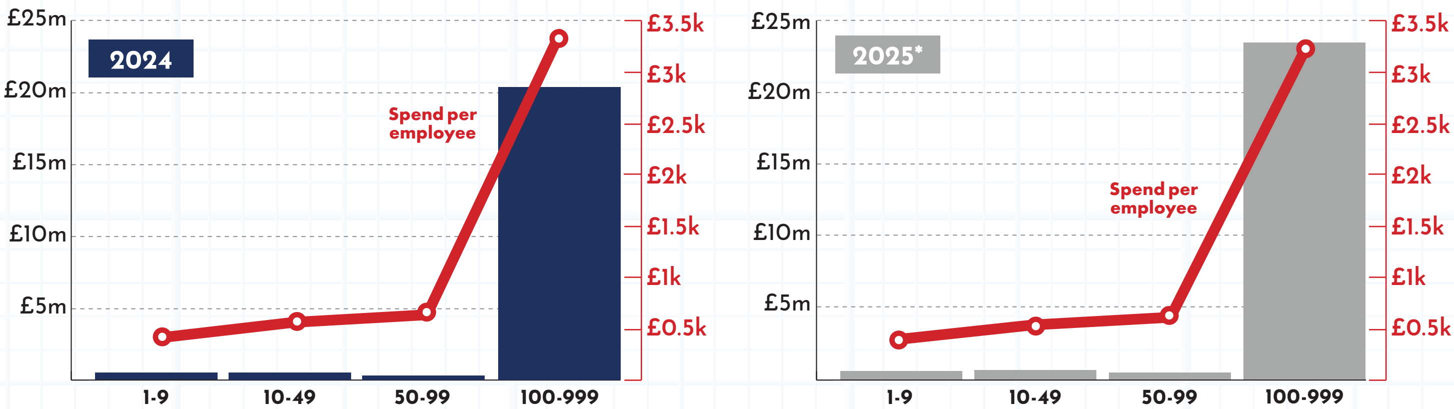


£161.8m
Total IT spend by Water Passenger Transport businesses in 2024



500
Number of enterprises

Fig 54: **SOFTWARE SPEND BY SIZE OF ENTERPRISE**



2024 and forecast for 2025*

Fig 55: **COMPUTER SERVICES SPEND BY SIZE OF ENTERPRISE**

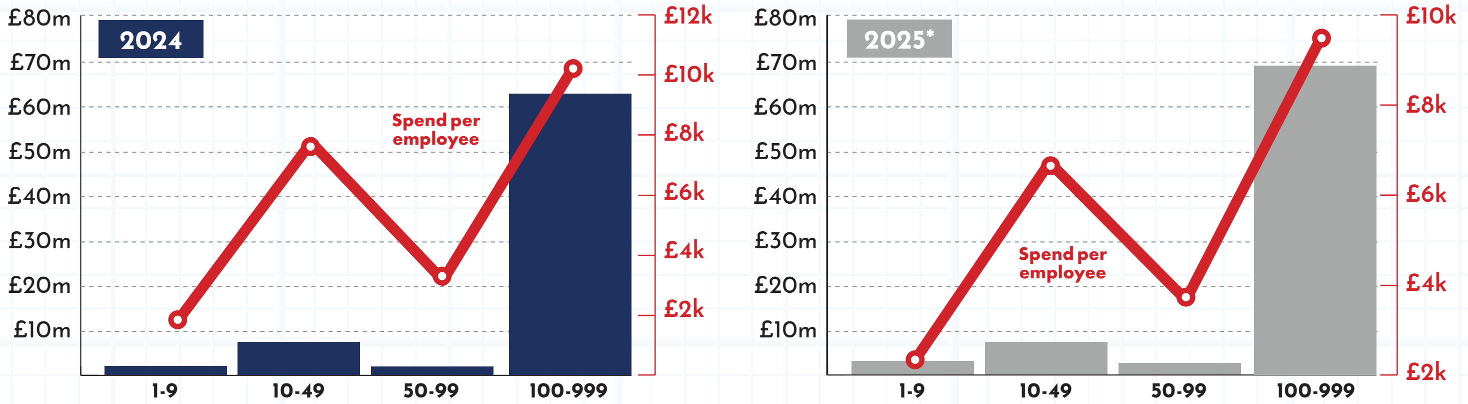
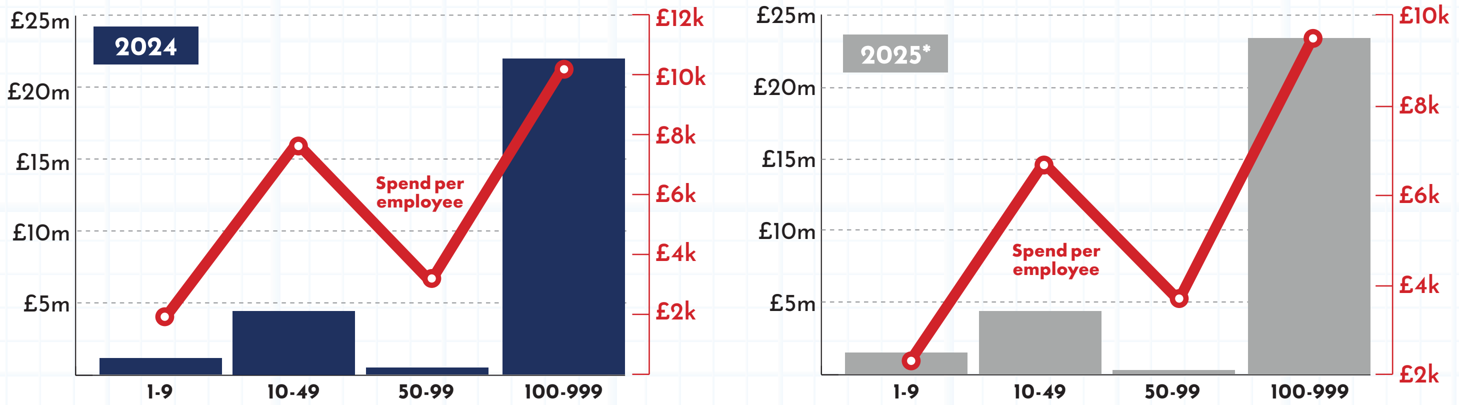
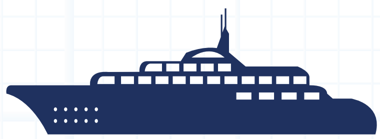


Fig 56: **TELECOM SERVICES SPEND BY SIZE OF ENTERPRISE**

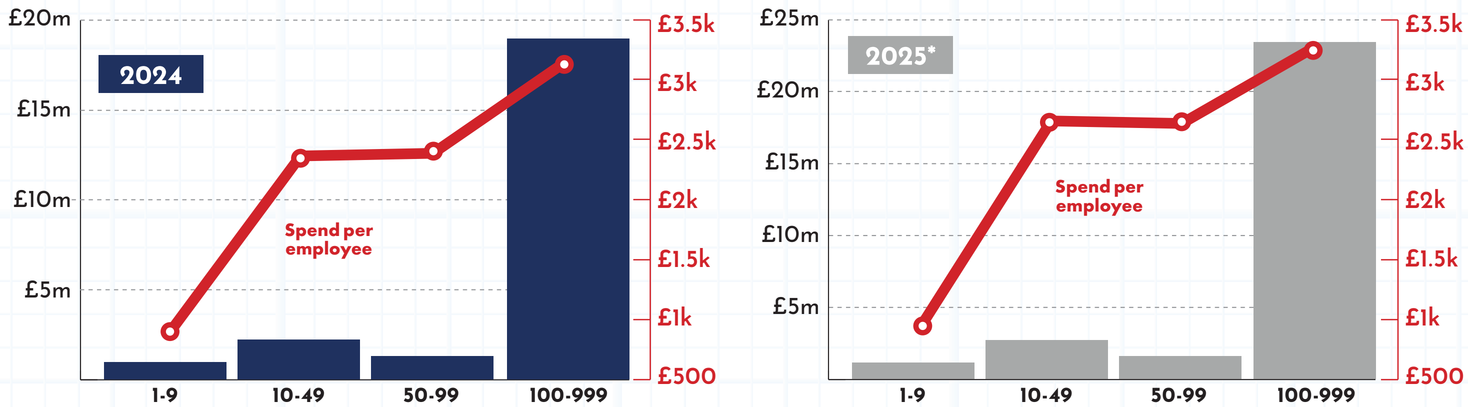


8,508
Total number of employees



57.6m
Number of sea passengers (source: DfT)

Fig 57: **IT AND TELECOM STAFF SPEND BY SIZE OF ENTERPRISE**



IT spending by Hotels in 2024 and

Fig 58: **NUMBER OF EMPLOYEES BY SIZE OF HOTEL COMPANY**

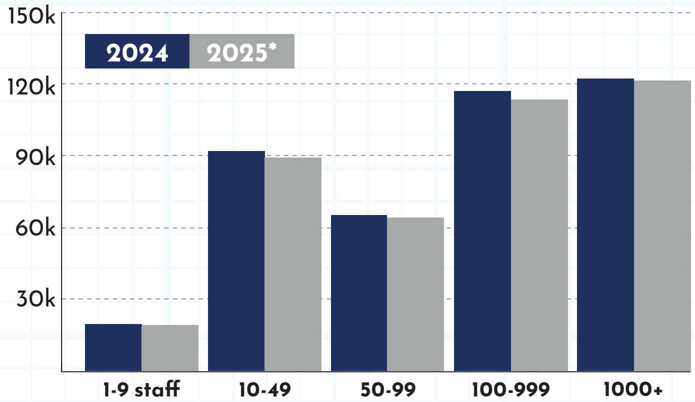


Fig 59: **SPLIT OF HOTEL ENTERPRISES BY NUMBER OF EMPLOYEES**

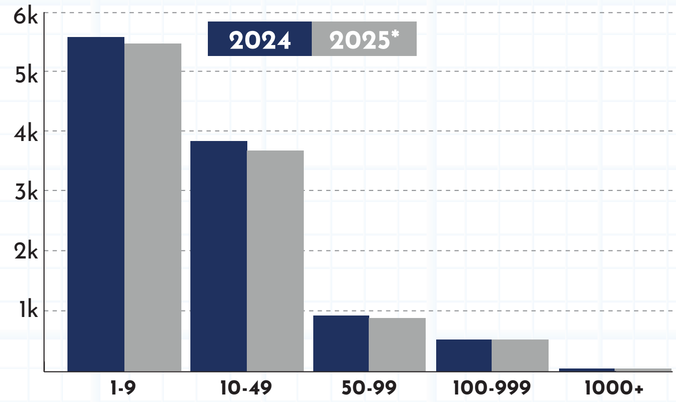


Fig 60: **HARDWARE SPEND BY SIZE OF HOTEL COMPANY**

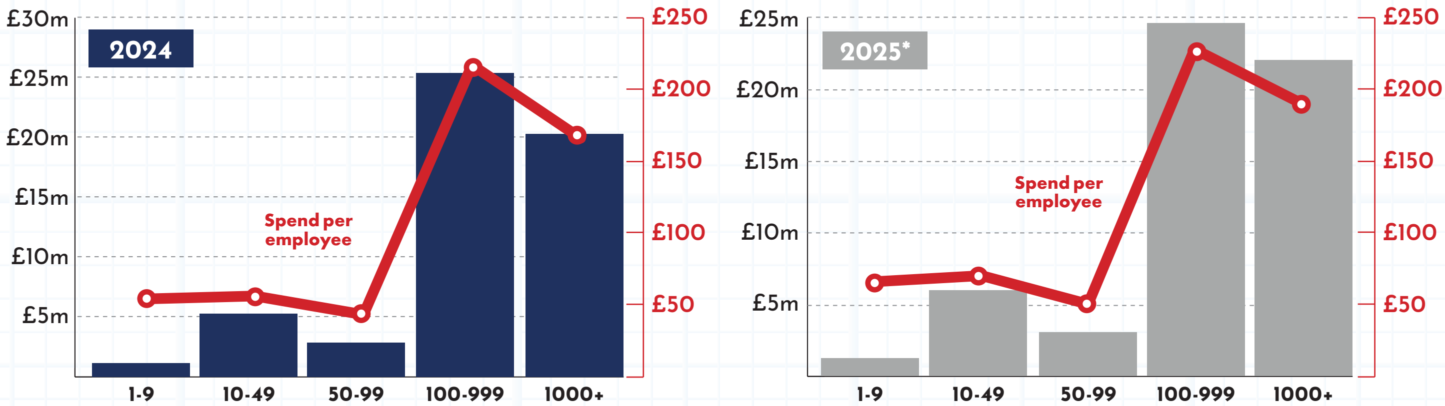
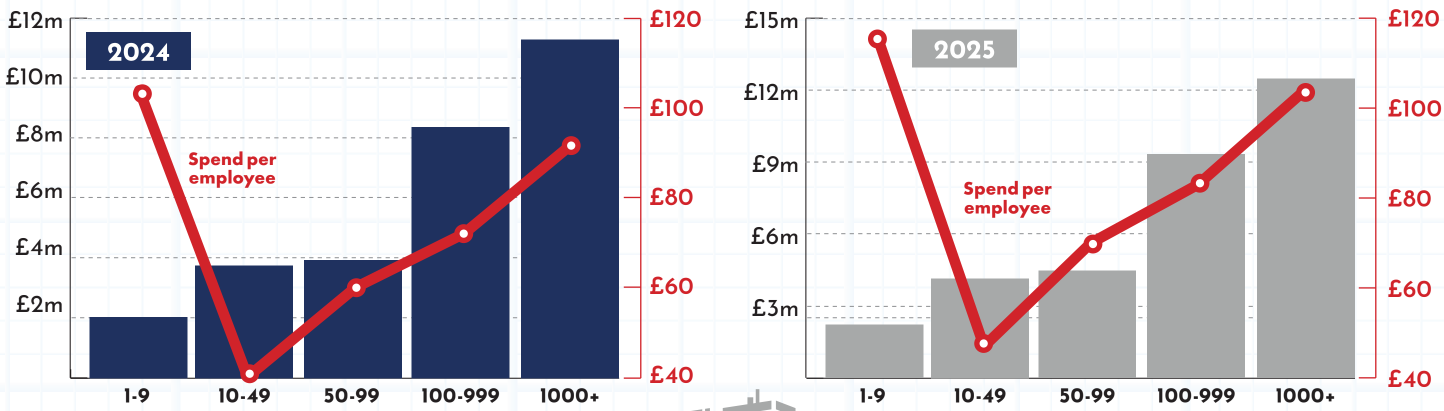


Fig 61: **SOFTWARE SPEND BY SIZE OF HOTEL COMPANY**



£539.5m
Total IT spend by
Hotel Companies in 2024

10,925
Number of enterprises

forecast for 2025*

Fig 62: COMPUTER SERVICES SPEND BY SIZE OF HOTEL COMPANY

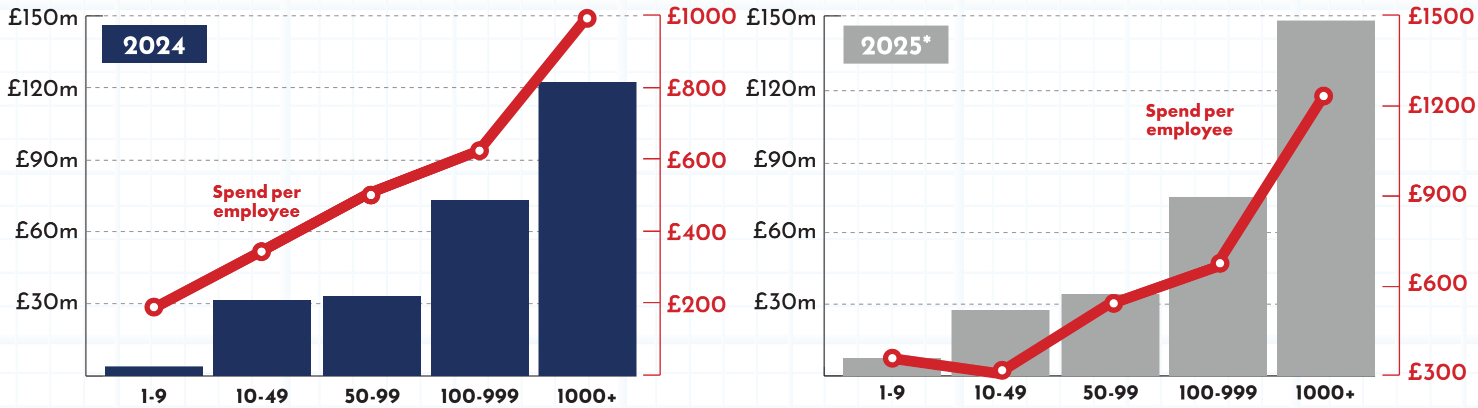


Fig 63: TELECOM SERVICES SPEND BY SIZE OF HOTEL COMPANY

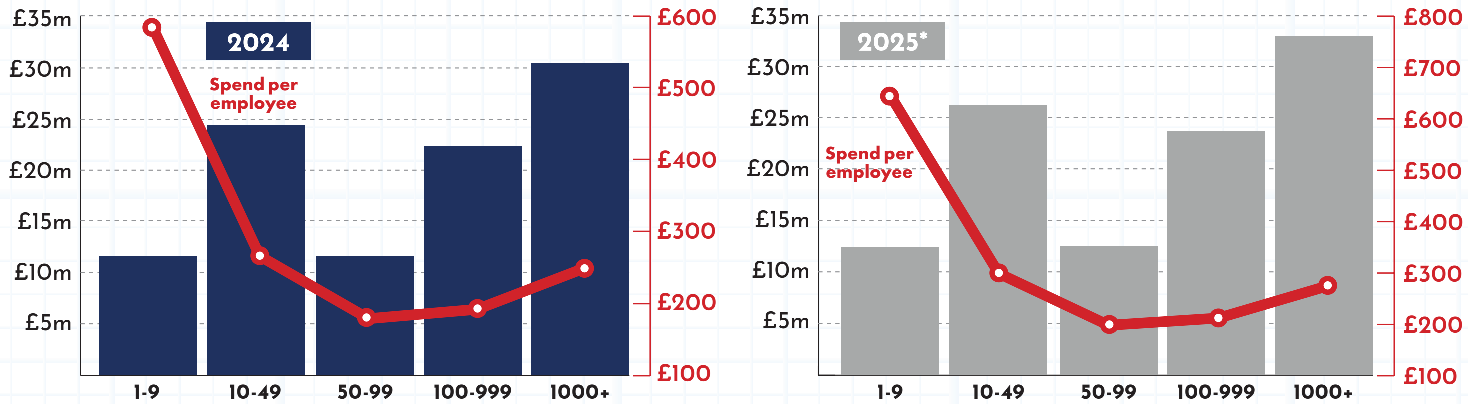
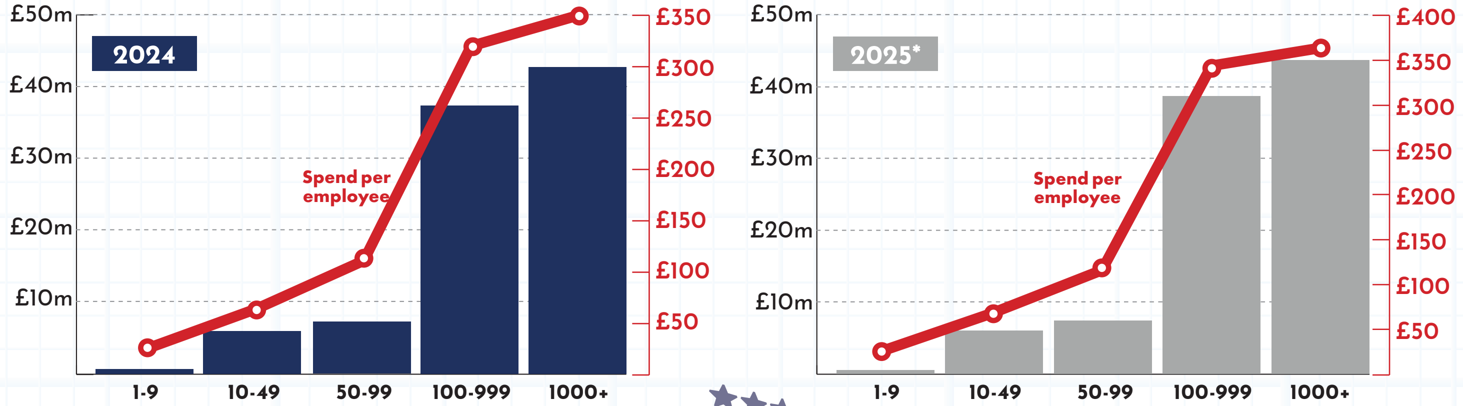


Fig 64: IT AND TELECOM STAFF SPEND BY SIZE OF HOTEL COMPANY



415,189
Total number of employees

£28.2bn
Annual turnover (source: ONS)